

# **Results Review and Resources Request (R4)**

**FY 2002**

**ZIMBABWE**



**March 2000**

**THE ATTACHED RESULTS INFORMATION IS FROM THE FY 2002 RESULTS  
REVIEW AND RESOURCE REQUEST (R4) FOR ZIMBABWE AND WAS  
ASSEMBLED AND ANALYZED BY USAID/ZIMBABWE.**

Agency for International Development  
Washington, D.C. 20523

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*Released on or after Oct. 1, 2002*

## MEMORANDUM

**TO:** Mr. Jay Smith, AFR/DP  
**FROM:** Ms. Rose Marie Depp, Director, USAID/Zimbabwe  
**DATE:** March 31, 2000  
**RE:** FY 2002 R4 Cover Memo

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I am pleased to present the USAID/Zimbabwe Results Review and Resource Request that accounts for the mission's commitment to managing for results.

Zimbabwe has faced a continuing and sustained period of political, economic and social deterioration over the past twelve months. Zimbabweans are under enormous pressure to find political solutions to the current unprecedented economic and political crisis. A slow, reactive and unresponsive government that now ignores the rule of law in order to maintain its position of power has heightened tension and created anxiety in the citizenry.

- The economy is collapsing. Inflation and prime interest rates are approximately 60%. Unemployment is over 60% and the local currency is under threat as foreign currency cover is down to less than one week. There are no signs of a short-term turnaround on the macro-economic front as government parastatals continue to under-perform, government domestic borrowing is at an all time high and economic reforms are sacrificed at the alter of political expediency, this being an election year.
- Social infrastructure is crumbling: Crippling strikes in the public service --particularly the health sector -- have taken their toll. HIV/AIDS plagues the nation. Essential social and support services are either inaccessible or dysfunctional. In cases where they are available, they are unaffordable to most of the population -- 78% of which now live under the poverty datum line. Distribution of wealth is at its most inequitable since independence.
- Government is unresponsive and now blatantly ignores the rule of law. Shortages of essential commodities -- both food and fuel -- high prices, and galloping inflation are the most salient signs of poor economic management. Government complicity in farm invasions and refusal to follow the judiciary's orders to remove the trespassers, harkens the possibility of violent outbreaks and bringing commercial agricultural productivity -- and thus, the economy -- to its knees. The ruling party has shown that it is not afraid to exercise repression and intolerance to stifle competition of ideas, freedom of information and the emergence of alternative political choices.

Improved overall governance of the country, particularly economic governance, is the key to recovery provided there is a peaceful and democratic transition in the process of creating a more

accountable and responsive government. USAID/Zimbabwe's crisis mitigation Country Strategic Plan (CSP) 2000-2005, approved in May 1999, responds to the current crisis and remains a rational USG response to help Zimbabwe through its current transitions.

The next six months may well determine whether there is a scenario shift, as defined by the CSP. *The social, political and economic crises have worsened since last year, moving the country along the "crisis spectrum" defined in the CSP from the "now," or more stable set of variables, closer to the "breakdown" scenario.* Critical issues that could alter the management contract include:

- The outcome of parliamentary elections -- planned to occur in coming weeks. Whether they are free and fair and whether a significant number of opposition seats are won -- and how the current ruling party responds -- are principal determinants of whether a more pluralistic society will prevail, which could lead to mending relations with the donor community and getting the economy back on track.
- How land reform plays out. While at a technical level the land reform and resettlement program is making progress, the recent land invasions means the GOZ has breached its commitment to principles agreed upon with the donor community. The illegal invasions of farms by war veterans and others, and the government's discard of the rule of law have created a volatile situation that could result in violence. Whether and how the government responds to the judiciary's order to move trespassers off the land so that the rule of law is maintained will have an impact on the direction of the economy and USG assistance.
- Government's repressive tendencies. Threats to repress the free flow of information and direct death threats on those who oppose the ruling party could conceivably be carried out.

For now, the management contract remains essentially valid. Increased resources for HIV/AIDS prevention and care will help the U.S. respond to the crisis. Projected DG and EG-funding levels are adequate. The addition of BHR/OTI resources are a creative and appropriate complement to the crisis mitigation strategy.

The mission has no unusual staffing or resource requests in this R4. All staffing requirements and program and operating expense requests are within planning levels; in fact, projected staffing levels are below last year's request. We are concerned that one USDH position is at risk. This position, which we plan to fill with a USDH Population, Health and Nutrition Officer New Entry Professional, is required if we are going to successfully program the new HIV/AIDS funds coming; these funds make up well over 50% of our OYB for the foreseeable future.

## TABLE OF CONTENTS

### **PART I      Overview and Factors Affecting Program Performance**

Country Strategic Plan and other Significant Changes.....	2
Country Factors that have Most Influenced Progress.....	2
Summary Progress in Implementing Currently Approved.....	2
Most Significant Program Achievements.....	3
Synergies Across Strategic Objectives.....	3
U.S. National Interest Linkages.....	4
Overall Prospects for Progress through the Budget Request Year.....	4

### **PART II      Results Review by Strategic Objective/Special Objective**

<i>Participation Strategic Objective (CSP 2000-2005):</i> Enhanced Citizens' Participation in Economic and Political Decision-Making .....	7
<i>Strategic Objective Three (CSP 1997-2003):</i> Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods/ HIV/AIDS Crisis Mitigated (CSP 2000-2005).....	13
<i>Economic Opportunities Special Objective: Access to</i> Economic Opportunity for Disadvantaged Groups Expanded .....	19
<i>Strategic Objective One (CSP 1997-2003):</i> Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities .....	22
<i>Strategic Objective Two (CSP 1997-2003):</i> Broadened Ownership in a Growing Economy – Intermediate Result 2.1: Broadened Low-Income Home Ownership .....	29

### **PART III      Resource Request**

Program Resource Level and Performance.....	35
OE and Staffing.....	36

## **ANNEXES**

- Annex A:** Environmental Impact – Bureau Environment Officers and Program Offices
- Annex B:** Updated Results Framework (Country Strategic Plan 2000-2005)  
PPC\CDIE\PME
- Annex C:** Success Stories – LPA and Bureaus

## **TABLES**

1. Global Field Support
2. Program Funding
3. Workforce Tables 2000-2003
4. USDH Staffing Requirements
5. Operating Expenses (OE)
6. Trust Fund and Voluntary Separation Payment/Withdrawal Information
7. Controller Operations
8. Capital Investment Fund

## **PART I**

# **OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

## OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

***Significant Changes:*** Zimbabwe is at a delicate crossroads. It is in the midst of a critical democratic transition as an aging President and the ruling party face their first significant challenge by an emerging opposition. Meanwhile Zimbabwe is experiencing its most acute economic crisis since Independence. The last twelve months have been characterized by sustained erosion of the social and economic gains made in more prosperous periods, growing corruption and a demonstrable loss of confidence by Zimbabweans in the government. Yet Zimbabwe remains a country with much potential, with an abundance of natural and human resources, a strong industrial base, adequate infrastructure, a vibrant civil society and the possibility of a peaceful political transition. This year is an election year and there is reason to be cautiously optimistic that a more pluralistic Parliament will evolve. However, the situation is fragile and regional stability is threatened by both the war in the Democratic Republic of the Congo and the impact of potential civil unrest in Zimbabwe on its five neighboring countries.

Poor governance and economic mismanagement have been the key factors. In late 1999, the IMF suspended its program of support until the GOZ presents a credible reform program based on lower government spending and deficits. Our reporting presents an even bleaker picture than last year: bad economic policy, the inability to rein in government spending and borrowing, strained and inadequate social services, an inability to effectively deal with HIV/AIDS, and periodic shortages of basic commodities and fuel. The ruling party's historic willingness to use repression, and calculated efforts to stifle political plurality and competition, cause grave concern against the current background of a restive, frustrated and generally dissatisfied citizenry. Poverty levels continue to rise (76%); annualized inflation for 1999 was nearly 60%; interest rates are over 70% and unemployment continues to soar at over 60%. AIDS is the biggest development problem facing the country with the GOZ conservatively estimating 1,200 deaths per week. Illegal occupations of private commercial farms, sanctioned by the Head of State, create a situation that validates the decision to implement a crisis mitigation strategy.

***Summary Progress in Implementing the Currently Approved Country Strategic Plan (CSP):*** Taking note of the rapidly deteriorating conditions in Zimbabwe, in late 1998 USAID/Washington directed the mission to produce a new strategy to meet the evolving challenges. The mission developed a crisis mitigation/prevention CSP 2000-2005, which was submitted in March, 1999. It was approved on May 12, 1999 (State 87812)<sup>1</sup>. Concurrently, the Administrator reversed the earlier decision to close the Zimbabwe program.

The premise of the new strategy is to assist Zimbabweans in mitigating the effects of the social, economic and political crisis through targeted interventions in which USAID has a comparative advantage. Because the USAID program is in transition from the "old" to

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<sup>1</sup> The CSP was approved contingent upon the inclusion of Tropical Forest and Biological Diversity analyses required by Sections 118 and 119 of the Foreign Assistance Act. The analysis was completed and submitted to USAID/Washington in December, 1999. A Country Monitoring Plan has also been developed and the first semi-annual report will be completed in the next 30 days.



the “new” strategy, this R4 reports on progress made under residual activities of the earlier CSP 1997-2003, while laying out the results reporting mechanisms for the new strategic objectives that were approved for the CSP 2000-2005. The new CSP forms the basis for a new management contract between USAID/Washington and the mission.

***Most Significant Program Achievements:*** This is a transition year for the mission as it moves from the earlier “close-out” strategy into its new crisis mitigation strategy.

- The GOZ launched the national HIV/AIDS policy. This very significant event would not have occurred without USAID support through the Futures Group.
- Stunning preliminary results are coming out of the Demographic and Health Survey (DHS). Contraceptive prevalence is now over 50%; fertility has dropped to below 4.0 children per woman; unfortunately, other health indicators deteriorated.
- The HIV/AIDS SO Team, in concert with Global Bureau and Africa Bureau support, designed a new SO with an important element to support orphans in the communities.
- Six *New Start* voluntary and counseling (VCT) clinics have been launched since August 1999 and are now fully operational. Client use is increasing.
- A Request for Proposals for the Economic Opportunities Special Objective (SpO) design was issued. The mission is trying a unique “design and implement” effort whereby USAID has defined the intermediate results and bidders will offer their proposals for best meeting the needs of the targeted disadvantaged groups.
- Demand for microfinance services increased sharply and was met by USAID supported microfinance institutions. With USAID assistance, the Zimbabwe Association of Microfinance Institutions (ZAMFI) became fully operational.
- USAID’s support for civil society advocacy to Parliament is in full swing with 10 grants having been awarded.
- A U.S. PVO has arrived and is in-country assisting the Parliament of Zimbabwe to implement its home-grown parliamentary reform agenda.
- A cooperative agreement has been awarded to the University of Wisconsin’s Land Tenure Center to assist a rational, transparent, market-oriented land reform process.
- Despite unfavorable macro-economic conditions, the housing activity for low-income households continued to deliver shelter to more Zimbabweans.
- An innovative Country Monitoring Plan has been developed which will help the mission inform Washington on the gravity of the crisis and inform the mission on when tactical program adjustments are needed.

***Synergies across Strategic Objectives:*** The USAID/Zimbabwe Team has created strong inter-objective linkages. Each SO team has been involved in the design of each objective; the mission’s organizational structure is a matrix of cross-cutting collaboration. Some examples follow:

- The mission team has defined people affected by HIV/AIDS, especially orphans, as a “disadvantaged group.” The Economic Opportunities SpO will provide micro-finance services to those groups particularly affected by the on-going crisis.
- The Participation SO and Economic Opportunities SpO teams are collaborating to include NGOs working to increase participation in economic decision-making.

- Because the Participation SO has an established track record working with Zimbabwean civil society in advocacy efforts, this team will work with the HIV/AIDS team to assist those NGOs working to influence related policies, e.g., national budgets, labor relations decisions, women's rights, adoption legislation, etc.
- The Participation SO supports a transparent, equitable, and market-oriented approach to Zimbabwe's Land Reform and Resettlement Program (LRRP). Many Zimbabweans living on marginal rural lands would benefit from a successful land redistribution process. The mission will support the CAMPFIRE program for another two years. Should the LRRP move forward, USAID will seek opportunities to use community-based natural resources management as one land-use possibility.

***U.S. National Interest:*** Building a stronger democracy and implementing an effective response to the catastrophic HIV/AIDS infection rate are the top two goal areas in the U.S. Mission to Zimbabwe's Mission Performance Plan (MPP). Both are key contributors to encouraging regional stability.

### ***Overall Prospects for Progress through the Budget Request Year***

*Enhanced citizens' participation in economic and political decision-making* or, the "Participation" SO: All elements of this SO are on track. Performance data will be collected this year for the first time. Extremely strong partner and donor collaboration serves as a model. A local government component of the SO will be designed beginning in 2001 when the current low-income housing program begins to wind down. Assuming there are no negative laws enacted to alter the current legal framework for land reform or other adverse actions, support to the Land Reform Inception Phase will continue as planned, although at a slower pace than originally envisaged.

*HIV/AIDS crisis mitigated* (HIV/AIDS SO): All elements of the old HIV/AIDS strategic objective, *Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods* are on track. Many activities from it are being folded into the new SO. A major challenge will be to successfully design and implement activities to accommodate the new LIFE resources and the design of a new component that focuses on children affected by HIV/AIDS. Cross-sectoral linkages for HIV/AIDS will remain a priority to leverage resources as well as for sustainability purposes.

*Access to economic opportunities for disadvantaged groups expanded* or the "Economic Opportunities" SpO: A contract for the design and implementation of the special objective will be awarded late in the year. Baseline information will be collated during 2000 and the first year reported will be 2001 in the FY 2004 R4.

***Residual Activities for Close-out:*** Two of the strategic objectives from the previous CSP 1997-2003, will phase out in FY 2000 or shortly thereafter. With the exception of some limited support for low-income housing (\$200,000), no new funding is requested for activities under these strategic objectives. The SOs are as follows:

*Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities:* The mission will continue to monitor the use and application of funds already allocated to the program. Results reporting will continue through the FY 2004 R4.

*Broadened Ownership in a Growing Economy:* The private sector element of this SO closes this year. An independent end-of-program evaluation of USAID investment in this area will be commissioned. Residual activities under the Private Sector Housing Program will continue into FY 2001 but this will be the last year of reporting.

In February 2000, Cyclone Eline hit the southern Africa region. Mozambique took the brunt of the damage. In Zimbabwe, approximately 100 people died and an estimated 96,000 people required direct assistance for short-term relief. While final impact is still to be determined, it is anticipated that this disaster could have some impact on the performance of the SO 1 natural resources management objectives. Some of the hardest hit areas included CAMPFIRE communities (e.g., Mahenye ward in Chipinge District and Vimba ward in Chimanimani).

The mission developed a modest, demand-driven response program to work in concert with PVOs and NGOs for shorter-term assistance, the World Food Program (WFP) and the Food and Agricultural Organization (FAO) in the medium to longer-term to support rural reconstruction and agricultural recovery. If the WFP and FAO activities develop, the mission would require some short-term local assistance. Should supplemental program and operating expense funding be appropriated that would go beyond the mission's more modest plans, the mission would require the services of several new staff to implement this more ambitious recovery program, including contracts, technical, administrative and program staff. Staffing estimates have been discussed with the Africa Bureau. The mission will gather additional information on the actual extent of the impact of the cyclone and its likely effects on ongoing program performance for future reporting purposes.

## **PART II**

### **RESULTS REVIEW BY STRATEGIC OBJECTIVES/SPECIAL OBJECTIVE**

## **USAID/Zimbabwe Strategic Objective: Enhanced Citizens' Participation in Economic and Political Decision-Making**

### **I. Mission Self-Assessment Statement: ON TRACK**

### **II. SO Summary**

*Relationship to USAID Objectives and MPP Goals:* The SO primarily contributes to the USAID Objective of encouraging credible and competitive political processes (USAID Objective 2.2); secondary but important linkages to USAID Objectives are the promotion of politically active civil society (2.3) and the encouragement of more transparent and accountable government institutions (2.4). The SO also contributes to the MPP goal: "Enhance Zimbabweans' stake in their future by increasing participation in both economic and political decision making, thereby preventing/mitigating conflict and crisis."

*Statement-of-Change and Ultimate Customers:* The SO was approved in May, 1999 as part of the new USAID/Zimbabwe crisis mitigation and prevention CSP. In order to increase competition in political and economic decision-making, the SO will encourage participation on two fronts: 1) grants to Civil Society Organizations (CSOs) to promote their ability to demand good governance and accountability; and 2) by strengthening selected government institutions (e.g., Parliament, Land Reform Institutions, and Local Government Authorities) to become more effective and open to public input. At this early stage of evolution, the SO focus is on CSOs at the national level (IR 1), Parliament and Land Reform Institutions (IR 2). Ultimate customers are the citizens of Zimbabwe.

**III. Key Results Narrative (Summary Output Data):** 1999 was a year of preparation and start-up with the expansion of the Special Objective to a SO under the new CSP. The mission will therefore provide a summary of output data and the key steps taken to put the program in place. Where baseline data are available, performance data tables have been included. Next year this section will include performance results.

#### *IR 1 Improved Civil Society Organizations' (CSOs) Representation of Citizens' Interests at National and Local Levels*

- *Operations:* Pact, Inc., selected to originally establish the Zimbabwe American Development Foundation (ZADF), has set up, equipped, and staffed its operations and made six grants to local CSOs. However, as ZADF was conceived as a close-out mechanism, its role in the SO was reformulated to strengthen local NGOs, make advocacy grants and to manage the advocacy index – the key performance indicators.
- *Customers, Outreach and Partners:* USAID held its annual meetings with a 50 member Expanded Partner Group of CSOs and monthly meetings with an 11 member Core Partner Group. The Core Partners have been instrumental in the design and verification of other program elements. Local ownership of the SO is evidenced by the willingness of these partners to give freely of their time and to defend the program in the face of government criticism.

- *Grants to Local CSOs:* Ten grants have been made to CSOs that will advocate to Parliament regarding critical issues, including the national budget, business and industrial issues, accountable local government, social and economic justice, rights of women, victims of torture, the handicapped and orphans.
- *Performance Monitoring and the Advocacy Index:* In accord with Agency thinking, the mission has emphasized the use of qualitative indicators incorporating elements intended to discipline and standardize assessments. Special attention has been given to one of these measures, namely the Advocacy Index. The Core Partners and the CSO grantees have fully embraced it. Six eminent Zimbabweans have been selected to serve as a panel to provide an independent assessment. The value of the index is that it is seen not only as a measurement tool but also as a tool of management, planning, and identification of technical assistance needs.
- *Gender:* Gender analysis of policy alternatives is one of the 11 components of the Advocacy Index. The advocacy indicators will require USAID to monitor the number of CSOs that make progress on issues that represent women's and marginalized groups' interests. A special initiative was mounted to attract the interest of women's organizations to respond to the RFAs, and a prominent women's CSO has been given a grant. Two women serve on the independent Advocacy Index panel and women are well represented in both the Expanded and the Core Partners' Groups.

#### *IR. 2.1 More Effective and Accessible Selected National Government Institutions (Parliament)*

A competitive selection process, involving senior staff of Parliament, was completed during 1999. The organization selected, the State University of New York (SUNY), began work in January. The yearly workplan that will assist Parliament in: 1) strengthening the committee system; 2) improving the legislative process; and 3) increasing interaction with civil society, is almost complete. SUNY has already sponsored study visits to the U.S. on bicameralism and legislative strengthening.

#### *IR. 2.2 More Effective and Accessible National Government Institutions (Land Reform*

*Institutions)* Agreements are in place with the University of Wisconsin Land Tenure Center and UNDP for land policy reform and the Land Reform and Resettlement Program (LRRP) management, respectively. Staff mobilization is in process. Generally, the GOZ has complied with the Donor Land Conference agreements of September 1998 to proceed in a fair, transparent and consultative manner and policy changes regarding taxation and sub-division are being prepared. Stakeholder workshops achieved consensus on important program issues such as the initial LRRP, the Inception Phase Framework Plan, Non-Governmental Organizations (NGO) Accreditation and LRRP Implementation Procedures. Periodic consultative meetings are promoting the dialogue on program implementation with both civil society (through the Land Task Force of the National Economic Consultative Forum) and the donor community.

In addition, 24 NGOs have been accredited to participate in the LRRP implementation, with an additional 15 applications in process. Some 20 NGO resettlement proposals have been received and reviewed for program funding, four of which have been approved for implementation.

**IV. Performance and Prospects:** Baseline data is just beginning to be collected and some targets have been set. Full baselines will be available next year and additional targets will be set. It is not yet possible to explain significant differences between planned and actual performance. Three indicators have baseline data and their performance data tables are included. Next year, the mission will select the three or four indicators on which it will report annually.

*Expected Performance:* Under IR 1, the mission anticipates that seven grantees will show improvement in their advocacy capacity, four of these will be organizations that expressly represent the interests of women and/or marginalized groups. Further progress is expected under IR 2 in implementing the Parliamentary and Land Reform programs (including collecting baselines and setting targets) and, under IR 3, in piloting and designing the Local Government component.

*Potential Crisis/Conflict Issues:* A referendum on a draft constitution was held in February 2000. This has proven extremely divisive and its outcome may affect the tone of civil society-parliamentary relations. A parliamentary election is scheduled for May and it also promises to be contentious. For the first time, an opposition party may win a significant number of seats. The outcome of the election and the fairness of the electoral process, whether the current Speaker returns to the new Parliament, and next steps on the constitution, may all affect the program. Importantly, it must be recognized that the ruling party may resort to repression of the opposition. OTI's assistance in the area of constitutional reform will help mitigate these conflicts both inside and outside this SO.

*Land Reform:* Concerning land reform, there have also been several questionable program-related actions by the GOZ that may affect the program: for example, biased land allocations for the commercial farm resettlement scheme, promulgation of new agricultural land taxation and size limitation legislation and a constitutional amendment now under consideration that would allow for compulsory land acquisition without full and fair compensation. Should the amendment pass and Government act on the provision, USAID would suspend or terminate its assistance.

**V. Possible Adjustments to Plans:** The events of 1999 have confirmed the appropriateness and urgency of this strategy. This SO must remain flexible given the quickly evolving political environment. For example, USAID is seeking ESF funds to finance local election monitors in the upcoming Parliamentary elections. The design of the Local Government component (IR 3) will commence in FY 2001.

**VI. Other Donor Programs:** These include the United Kingdom, Norway, Sweden, Denmark, Canada, Australia, the Netherlands and UNDP.

**VII. Major Contractors and Grantees:** These include SUNY, PACT, Inc., University of Wisconsin's Land Tenure Center, UNDP and to date, 10 local CSOs and Parliament.

## PARTICIPATION BASELINE INFORMATION 1999

<b>OBJECTIVE NAME:</b> Enhanced Citizens’ Participation in Economic and Political Decision Making				
<b>APPROVED:</b> 1999 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe		
<b>OBJECTIVE ID:</b> 613-008				
<b>RESULT NAME:</b> Improved Civil Society Organization Representation of Citizens Interests at the National and Local Levels				
<b>INDICATOR:</b> IR1.2 - # of targeted CSOs that satisfy the test of advocacy improvement (see IR1.1a) that represent women and marginalized communities/populations or their issues				
<b>UNIT OF MEASURE:</b> # of targeted CSOs		<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> ZADF (in cooperation with grantees, USAID & an independent panel)				
<b>INDICATOR/DESCRIPTION:</b> “Marginalized” is a term intended to incorporate communities such as rural communal farmers, urban poor, micro/informal sector-entrepreneurs, disabled people, ethnic minorities. For CSOs to qualify, they must represent or give most of their attention to such communities.		2000 (B)	0	
		2001 (T)	4	
		2002 (T)	6	
<b>COMMENTS:</b> The universe from which this will be drawn will be a subset of the total # of targeted CSOs that satisfy the requirements of IR1.1a. The explanations given under IR 1.1a, therefore, apply to IR 1.1b. The intention of this indicator is to encourage USAID to give attention in its advocacy work to CSOs that reflect the interests of women and marginalized communities and enable it to monitor progress with these groups.  For reasons explained under IR1.1a, the baseline needs to be '0.' Our projection is that by 2001 four such organizations and by 2002, six such organizations will show improvement in their advocacy capacity. Given that the program is new and there are many political uncertainties in Zimbabwe, the mission does not wish to project targets beyond 2002.				



<b>OBJECTIVE NAME:</b> Enhanced Citizens' Participation in Economic and Political Decision-Making				
<b>APPROVED:</b> 1999 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe		
<b>OBJECTIVE ID:</b> 613-008				
<b>RESULT NAME:</b> As above.				
<b>INDICATOR:</b> SO Level 1A – CSO perceptions of valid engagement with Parliament on issues relevant to their area of concern				
<b>UNIT OF MEASURE:</b> See below		<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Each of the USAID-targeted CSOs engaging in advocacy with Parliament will be asked to rate its perception of its engagement with Parliament (each will do so on a scale of 0 - 5). The unit of measure will be the total of their scores.  <b>INDICATOR/DESCRIPTION:</b> 'Valid Engagement' refers to a situation in which the CSO assesses that it was given adequate time and information to consider legislative initiatives or drafts, opportunity to present its views, to react to Parliamentary responses and changes and was listened to and taken into account in policy decisions. Perception will be on the following scale: No engagement at all (0); very limited gestures only/there is a desire for interchange but no follow through (1); limited/possibly a few meetings/superficial exchanges (2); reasonable engagement/some meetings/some serious discussion (3); substantial engagement/serious meetings with individual MPs and with committees/consideration of policy alternatives (4); substantial interchanges with CSOs being given enough time and information to work with Parliament, and a strong sense that their input was fully considered in policy formulation (5).  <b>COMMENT:</b> The CSOs involved in the assessment are the local grantees. CSOs score this for the major issue areas on which they focus, & only if they have tried to engage Parliament. An aggregate is used rather than an average for the following reason: An aggregate measures both the <i>number</i> of CSOs (that believe Parliament is of sufficient importance to advocate to and that they are ready and able to advocate to Parliament) and their <i>perception of their working relationship</i> , or 'validity of engagement' with Parliament. As more targeted CSOs engage Parliament and as their perception of the relationship improves so the score will increase.  In 2000 only one of the targeted CSOs had so engaged and scored a '3' for its relationship with Parliament -- therefore '3' is the baseline score. In 2001 the target is '8,' and 2002 the target is '14,' based on the projection that both the number of CSOs engaging Parliament will increase and that some among those will have an improved perception of the nature of their engagement with Parliament. Given that the program is new and there are many political uncertainties in Zimbabwe, the Mission does not wish to project targets beyond 2002.		2000 (B)	3	
		2001 (T)	8	
		2002 (T)	14	

<b>OBJECTIVE NAME:</b> Enhanced Citizens' Participation in Economic and Political Decision-Making			
<b>APPROVED:</b> 1999 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-008			
<b>RESULT NAME:</b> IR1- Improved Civil Society Organization Representation of Citizens Interests at National and Local Levels			
<b>INDICATOR:</b> IR 1.1b) : # of targeted CSOs that work at the (national level) that show improvement on the Advocacy Index			
<b>UNIT OF MEASURE:</b> # of targeted CSOs	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> ZADF (in cooperation with grantees, USAID & an independent panel)  <b>INDICATOR/DESCRIPTION:</b> Components of the CSO Advocacy Index. 1) Issue is timely and locally significant; 2) CSO collects information, carries out research, and gets input about the issue; 3) CSO polls its members and the public on the issue; 4) CSO formulates a viable policy position on the issue; 5) CSO provides a gender analysis of the implications of alternative policies; 6) CSO allocates resources (especially time and money) for advocacy on the issue; 7) CSO provides public education/builds public support through public meetings and the media; 8) CSO builds coalition and networks to obtain cooperative efforts for joint action on the issue; 9) CSO take action to influence policy or aspects of the issue ex news release, letter writing , visits to Parliament; 10) CSO takes follow up action, after decision is made to foster implementation and or maintain public interest; 11) Indications of institutionalization of advocacy role in CSO; ex establishment and funding of an advocacy or policy or parliamentary relations office, officer or committee  <b>COMMENT:</b> Each component of the index is rated on scale of 0-5 and then totaled by all six members of an independent panel. So this could be between 0 and 55. The scores of panelist are averaged for each CSO; that provides the CSO score for that year. For a CSO to qualify as showing 'improvement' it should demonstrate positive change on the scale. (Note: in its first year a CSO registers improvement by increasing its score in comparison with its baseline; after that, it registers improvement by increasing its score from the previous year.)  The indicator score is # of CSOs that register improvement. It is notionally impossible for a CSO to register improvement before a baseline is set; that is, only in the year after the baseline is set can it do so. The baseline therefore has to be '0.' Our projection is that in 2001 7 CSOs and in 2002 10 CSOs will have shown improvement in their advocacy capacity. Given that the program is new and there are many political uncertainties in Zimbabwe, the Mission does not wish to project targets beyond 2002.	2000 (B)	0	
	2001 (T)	7	
	2002 (T)	10	

## **USAID/Zimbabwe Strategic Objective: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods**

### **I. Mission Self-Assessment Statement: EXCEEDED EXPECTATIONS**

### **II. SO Summary**

*Relationship to USAID Objectives and MPP Goals:* The SO primarily contributes to the USAID Objective of reducing the transmission and impact of the HIV/AIDS pandemic in developing countries (USAID Objective 4.4) and reducing the incidence of unintended and mis-timed pregnancies (4.1). The SO also contributes to the MPP goal: “Mitigate a national crisis by instituting proven behavior change services and communication strategies.”

*Statement-of-Change and Ultimate Customers:* This SO has two major areas of focus: decreased fertility through increased family planning (FP) and reduced HIV/AIDS incidence through behavior change. Zimbabwe has achieved phenomenal success in the total fertility rate (TFR); at 4.0 (DHS 1999), this is a decline from 6.5 births per woman in 1984. Despite almost universal knowledge about HIV/AIDS, Zimbabwe has not yet met success in its efforts to decrease transmission. Thus, USAID is redesigning this objective (CSP 2000-2005) to emphasize increased use of prevention measures. Reduced incidence is the long-term goal. The new SO titled, *HIV/AIDS Crisis Mitigated* is an instrumental part of USAID/Zimbabwe’s crisis mitigation strategy. Ultimate customers are the entire Zimbabwean population, particularly the sexually active sub-populations.

**III. Key Results Narrative:** Once one of the best public health systems in Africa, Zimbabwe’s service delivery system is being eroded due to the synergistic impact of HIV/AIDS (25% of the sexually active adult population) and the debilitating economic recession. Despite fiscal setbacks to the public sector and serious economic hardships faced by the population, 50% of women of reproductive age now use modern contraceptives (1999 DHS). In addition to the impressive results on CPR and TFR, the following achievements are noteworthy:

- The condom social marketing activity exceeded targets by over 100% with 8.2 million condoms sold during 1999, 103% more than the target of 4 million.
- In a pioneering move, six voluntary counseling and testing (VCT) centers were opened nationwide in 1999. Three more will be opened by the end of the first quarter of 2000, making VCT accessible and affordable to a significant proportion of Zimbabweans.
- USAID leveraging with other donors will increase the number of VCT sites from the original six to nine.
- Although the first site was opened in September 1999, over 2000 clients had already been counseled and tested by December. Targets were changed from last year’s R4 based on five months of operation. Previous targets were based on best estimates from other countries (see VCT Performance Data Table).
- Fifteen NGOs focused on HIV/AIDS now operate more effectively through improved strategic management training, networking and peer-to-peer mentoring -- achieved through creative networks and exchange visits.

- A major policy breakthrough was achieved – the National AIDS Policy was launched by President Mugabe on World AIDS Day after consultations with more than 6,000 people at 84 meetings at national, provincial, district and sectoral levels, spanning a period of two and a half years. The policies in the document address public health care for the infected and affected, human rights and gender issues.
- In November 1999, the National AIDS Coordination Programme (NACP), with the help of the USAID-funded Futures Group, conducted the first in a series of Advocacy Training workshops to disseminate the recently launched AIDS Policy document.

#### **IV. Performance and Prospects:** The five Results Packages (*RPs*) are discussed below:

*Improved Quality of Family Planning Services:* Modern contraceptive use for married women has increased steadily in the last five years, from 42% (1994) to 50% (1999). In 1994, 12 percent of users obtained their supplies from the private sector. The USAID/ DFID co-financed PROFAM activity that supplies low-priced contraceptives is largely responsible for an increase in contraceptive sourcing in the private sector to 17% in 1999 (DHS). However, these excellent gains in lower fertility and higher contraceptive prevalence may be eroded due to smaller social sector budgets and high HIV/AIDS related costs.

*Adequate Supply and Proper Management of Contraceptive Logistics:* Once one of the best public sector logistics system in Africa, Zimbabwe's commodity distribution system is faced with severe challenges. The principal problem is recurrent costs for the Ministry of Health. Transportation to rural clinics has been limited due to unrepaired vehicles and of late, acute fuel shortages. However, steady progress has been maintained with USAID working closely with the GOZ, DFID and the EU to improve the logistics system. DFID has been supplying condoms to the public sector and USAID has been supplying contraceptives. USAID plans to phase down its contraceptive procurement, advocating that other donors share responsibility. In collaboration with other donors, USAID will provide technical assistance in the phase-over process and logistics management. USAID will continue to support social marketing of condoms and contraceptives and thus offer alternative options and less dependence on the public sector.

*Improved Policies for Better Decision-Making:* A direct program achievement was the launching of the National AIDS Policy which was developed with USAID funding. Intense and sustained lobbying by USAID and other donors contributed to increased GOZ commitment to addressing HIV/AIDS. First, in its 1999 Budget Statement, the GOZ effected an "AIDS Levy" (3% of taxable income earned) to finance HIV/AIDS related activities. The Parliament approved the establishment of a National Aids Council (NAC) to facilitate a multi-sectoral GOZ approach to tackling HIV/AIDS. The NAC will be led by a Presidential appointee. It is important to note that USAID and the Zimbabwean public are concerned about how and when the AIDS levy will be spent.

*Strengthening NGOs for HIV/AIDS Control:* Fifteen NGOs were selected to participate in an intensive organizational development activity with impressive initial progress being made. In addition, through exchange visits, 558 community leaders have improved their understanding of the mission and vision of the 15 NGOs and, in some cases, are assisting with fund raising. The mission believes that the significance of this activity will be increasingly important as the cost of containing HIV/AIDS goes beyond the capacity of the government.

*Behavior Change Resulting from Communications Intervention:* The first out of the current six VCT centers was jointly launched by the Minister of Health and the U.S. Ambassador in August 1999. Three additional sites will be launched by the end of the first quarter of FY 2000, 50% more than the number of sites initially targeted. Under USAID leadership, other donors and local VCT sites contributed resources that freed-up USAID resources to support more sites. Prospects for continued success are good.

**V. Possible Adjustment to Plans:** USAID/Zimbabwe developed a new CSP with three strategic objectives, all linked by cross-cutting HIV/AIDS themes. The Participation SO will complement the new HIV/AIDS Crisis Mitigated SO by supporting NGOs that advocate HIV related issues. The “Economic Opportunities” SpO will provide micro-business finance and related support services to communities affected by HIV/AIDS. The new SO, *HIV/AIDS Crisis Mitigated*, comprises three intermediate results (IRs) (see Annex B). This SO is currently under design and the mission will report on the new performance indicators for the SO in the FY 2003 R4. The new SO will benefit from substantial new resources from the LIFE initiative which will include collaboration with the Centers for Disease Control (CDC). Funds will be obligated into a new SOAG in FY 2000.

**VI. Other Donor Programs:** A key partner is DFID which funds public-sector procurement of condoms, and co-funds the condom and contraceptive social marketing programs. The female condom social marketing program is also co-funded by DFID and the Government of Netherlands. In 1999, Swedish International Development Agency approved the use of its funds to support VCT counselors training. In addition, the Canadian International Development Agency is co-funding a research project to determine if Vitamin A can lower maternal-to-child transmission of HIV. The Oak Foundation is co-funding VCT sites. USAID has taken a proactive role in donor coordination for HIV/AIDS activities, including hosting donor meetings and encouraging full GOZ participation.

**VII. Major Contractors and Grantees:** USAID works closely with the Zimbabwe Ministry of Health and Child Welfare (MOHCW), including the National AIDS Coordination Program (NACP) and the Zimbabwe National Family Planning Council (ZNFPC). Key contractors and cooperating agencies include: Population Services International (PSI) for the Voluntary Counseling and Testing (VCT), Condom Social Marketing and the PROFAM activities; PACT for the NGO strengthening activity; the POLICY Project for advocacy and policy activities; and the Population Council for operations research both in the area of STDs/HIV and reproductive health.

## HIV/AIDS AND FAMILY PLANNING INDICATORS 1999: PERFORMANCE DATA TABLES

<b>OBJECTIVE NAME:</b> Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods						
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe				
<b>OBJECTIVE ID:</b> 613-009						
<b>RESULT NAME:</b> SO Indicator 1: Total Fertility Rate						
<b>INDICATOR:</b> Total Fertility Rate (TFR)						
<b>UNIT OF MEASURE:</b> Births per woman	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>			
<b>SOURCE:</b> Demographic and Health Survey						
<b>INDICATOR/DESCRIPTION:</b> Number of children a woman would have by the end of her childbearing years if she were to pass through those years bearing children at the currently observed age-specific rates. (ref: 1994 DHS)						
				1984		6.5
				1988		5.5
				1991		4.29
				1999	4.0	4.0
<b>COMMENTS:</b> DHS preliminary data provided in February 2000 for actual.						

<b>OBJECTIVE NAME:</b> Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-009			
<b>RESULT NAME:</b> SO Indicator 2: Condom Distribution			
<b>INDICATOR:</b> Total No. of condoms sold			
<b>UNIT OF MEASURE:</b> Condoms sold through the social marketing program.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> PSI data for Protector condom sales.	1995	1 million	1 million
<b>INDICATOR/DESCRIPTION:</b> Number of condoms sold.	1997	2 million	2 million
<b>COMMENTS:</b> Based on the recommendation from an R4 audit by the Office of the Inspector General that stated that since USAID does not support the procurement of public sector condoms the number of condoms distributed by the MOH should not be an indicator. The SO3 team has accepted this decision. Thus, this R4 will not include public sector condoms and only includes the socially marketed condoms.	1998	3 million	4.5 million
	1999	4 million	8.2 million
	2000 (T)	5 million	
	2002 (T)	7 million	
All data is fiscal year.			

<b>OBJECTIVE:</b> Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-009			
<b>RESULT NAME:</b> SO Indicator 3: Increased Use of HIV Prevention Measures			
<b>INDICATOR:</b> Number of clients tested and counseled for HIV/AIDS at USAID funded VCT sites			
<b>UNIT OF MEASURE:</b> Individuals who seek counseling and testing.  <b>SOURCE:</b> PSI Reports  <b>INDICATOR/DESCRIPTION:</b> The voluntary decision of an individual to be tested for HIV, then to receive the results and counseling indicates the individual’s willingness to change his/her behavior.  <b>COMMENT:</b>  1. This is a new indicator, adopted in 1998. It will be incorporated into the revised Strategic Objective to be submitted to USAID/W in 2000.  2. The planned 1999 figure of 3,000 was for a total year and the actual of 2,117 only represents 5 months of data (August – December 1999).  3. Planned targets have changed from last years R4. New targets more accurately reflect current situation based on 5 months actual data. Previous targets were a best estimate based on other country experience.  4. Data based on calendar year.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999	3,000	2,117
	2000	8,000	
	2001	10,000	
	2002	12,000	

<b>OBJECTIVE NAME:</b> Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-009			
<b>RESULT NAME:</b> SO Indicator 2: Increase Contraceptive Prevalence Rate			
<b>INDICATOR:</b> Contraceptive Prevalence Rate (CPR)			
<b>UNIT OF MEASURE:</b> Percentage of married women of reproductive age (15 –49) who use modern contraceptives  <b>SOURCE:</b> 1999 DHS Preliminary Results  <b>INDICATOR/DESCRIPTION:</b> Percentage of married women of reproductive age (15 –49) who use modern contraceptives  <b>COMMENT:</b> Couple Years Protection was used in previous years R4's as a proxy for CPR. With the 1999 DHS preliminary results now available CPR is the more accurate indicator. Next DHS will be in 2004.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1984 (DHS)		26.6
	1988 (DHS)		36.1
	1994 (DHS)		42.2
	1999 (DHS)	48	50.5



## **USAID/Zimbabwe Special Objective: Access to Economic Opportunity for Disadvantaged Groups Expanded**

### **I. Mission Self-Assessment Statement: ON TRACK**

### **II. SpO Summary**

*Relationship to USAID Objectives and MPP Goals:* The SpO (Special Objective) contributes to the USAID Objective of expanded and more equitable access to economic opportunity for the rural and urban poor (USAID Objective 1.3) but is primarily relevant as a crisis prevention and mitigation tool to provide a social safety net. Thus the SpO also seeks to target orphans resulting from, and adults affected by HIV/AIDS.

*Statement-of-Change and Ultimate Customers:* Approved in April 1999 as part of USAID/Zimbabwe's crisis prevention and mitigation CSP, this SpO is a five year activity to facilitate access to micro-income-generating opportunities by disadvantaged groups in previously unserved areas, i.e., peri-urban and rural areas to mitigate against the economic crisis most adversely affecting the poor and other disadvantaged groups. This will be accomplished by strengthening the capacity of micro-businesses owned by groups, expanding micro-finance services and strengthening income-generating projects owned by people affected by HIV/AIDS, including orphans and other disadvantaged groups. The ultimate customers are Zimbabwe's disadvantaged poor groups in rural and peri-urban Zimbabwe.

The SpO premise is that in the harsh and deteriorating macro-economic environment livelihoods and small business activities of disadvantaged micro-entrepreneurs are under such severe pressure that their best chance of achieving success is through association with a group with a shared vision. The size of the group is not as important as the group's ability to achieve a critical mass of activity necessary to sustain a viable business enterprise for sustaining household livelihood.

USAID/Zimbabwe has accumulated experience working with individual micro-entrepreneurs. However, the bulk of the micro-enterprise assistance has been concentrated largely on more accessible urban areas to the relative exclusion of the more disadvantaged in rural and peri-urban areas. It is recognized that disadvantaged individuals are less likely to succeed under difficult economic conditions, as it is more difficult and expensive to work on an individual basis. USAID's new approach is to work with groups and expand assistance to hitherto unserved peri-urban and rural areas.

As part of a crisis prevention and mitigation strategy, the SpO will logically target women. Women make up a greater percentage of the Zimbabwean rural population and have historically been limited in their ability to access opportunities in the formal sector. Yet women make up 80% of the clientele of most micro-finance institutions in Zimbabwe, a trend most likely to continue in the short to medium term and are therefore, to be targeted to achieve maximal results under the SpO. HIV/AIDS is a national crisis in Zimbabwe with an estimated 25% of the sexually active population infected (UNAIDS, 1999).

**III. Key Results Narrative (Summary Output Data):** The SpO team made progress in further developing the SpO, including the following:

- Design input and resources were leveraged from the Office of Micro-enterprise Development in Washington to develop a unique two-stage “Design and Implement” Request For Proposal (RFP).
- As part of the scope of work for the RFP the mission developed an illustrative set of SO and IR level results indicators (see Annex B).
- The SpO team discussed synergies and linkages with the *HIV/AIDS Crisis Mitigated and Participation* Strategic Objective teams.

The RFP requires prospective institutional contractors to develop a full results framework including the set of interventions they will employ, the target population with emphasis on women, the areas they plan to service and a detailed monitoring plan based on USAID illustrative performance targets or an improved set justified by the contractor. Implementation of the SpO is expected to start during the first quarter of FY 2001 with the fielding of an institutional contract implementation team.

Results reporting against the SpO will begin with the FY 2004 R4. The performance indicators cited in Annex B will be used wholly or partially by the institutional contractor that best responds to the RFP. The institutional contractor may, with mission concurrence, also propose additional indicators from which the team shall choose the four that will best represent the SpO for the R4.

**IV. Performance and Prospects:** The SpO was only approved by USAID/Washington in April 1999; hence, there are no planned and actual performance targets to report and discuss.

However, the socio-economic conditions and analysis that influenced USAID/Zimbabwe to formulate the SpO have become an acute reality of Zimbabwean life for most disadvantaged groups, hence prospects of achieving good results are great. For example, inflation has remained above 60% for the year, the Zimbabwean dollar has remained weak, disposable income has been drastically reduced among the formally employed (reducing the ability of employed people supporting their unemployed relatives). Government coffers are at an unprecedented low, making it less possible for the government to support the disadvantaged including those affected by HIV/AIDS. Most government-sponsored rural programs to improve food security have been suspended due to lack of resources, leaving rural populations increasingly vulnerable and deprived. Under such circumstances, micro-business and self-employment activities in the informal sector remain the only viable source of income and employment for what is now over 60 percent of all Zimbabweans.

**V. Possible Adjustment to Plans:** The current deterioration in the macroeconomy is leading to an increase in the demand for opportunities and services that will be offered through the SpO. If, however, conditions deteriorate to the point that there is widespread civil unrest, the ability of the SpO to deliver services to the rural and peri-urban poor may be curtailed. In this event, new delivery mechanisms will need to be developed.

**VI. Other Donor Programs:** Other key donors include the U.K. (DFID), the German technical assistance (GTZ), Japan, Sweden, the European Union, and private foundations from Holland, Italy and Germany. In collaboration with these other donors, USAID helped established the Zimbabwe Consortium of Micro-finance Donors, a body that coordinates donor activities. USAID currently co-chairs meetings of the consortium with DFID.

**VII. Major Contractors and Grantees:** The implementation of the SpO program will be through a competitively bid institutional contract. USAID/Zimbabwe expects a U.S. based firm in cooperation with local partners to implement the SpO. Implementation will be through a number of local and international PVOs with expertise in providing micro-business, business development and factoring HIV/AIDS in income-generating related services.

## **USAID/Zimbabwe Strategic Objective: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities**

### **I. Mission Self-Assessment Statement: NOT MET EXPECTATIONS**

### **II. SO Summary**

*Relationship to USAID Objectives and MPP Goals:* The SO primarily contributes to the USAID Objective of increasing sustainable natural resource management (USAID Objective 5.5); secondary linkages are to conserving biological diversity (5.2), contributing to broad-based economic growth (1.3), developing a politically active civil society (2.3) and encouraging more transparent and accountable government institutions (2.4). The SO also contributes to the MPP environment goal: "Promote the conservation of biodiversity in Zimbabwe."

*Statement-of-Change and Ultimate Customers:* Although SO1 was not formally approved until 1997, USAID/Zimbabwe has been assisting Zimbabwe's Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) since 1989 through the \$28.1 million Natural Resources Management Program (NRMP) that strengthens the capacities of participating rural communities for sustainable natural resources management (NRM) and use. Ultimate customers are therefore rural communities in Zimbabwe's poor communal areas.

**III. Key Results Narrative:** Despite shortfalls in achieving all four indicator targets, SO1 continues to make solid progress towards achieving its conservation-based community development objectives.

Program data collection was hampered significantly this year by the unexpected departure of the CAMPFIRE Association's (CA) Monitoring and Evaluation Officer in November 1999. This loss, coupled with the death of the Executive Director the previous year, posed significant institutional issues at the CA. Nevertheless, the team compiled a fairly complete and accurate annual report based on available information.

Although an accurate census of participating communities and households was not completed this year, 36 out of 57 Rural District Councils (RDCs) in the country are now CAMPFIRE members, with 28 Districts - approximately 50% - actively participating in the program.

This year, 51 of CAMPFIRE's most active 175 communities achieved "model" status as well-functioning, self-sustaining and environmentally sound decision-making entities. Although short of the 60 community target, this represents an increase from the 46 model communities reported last year, indicating the continuing efficacy of on-going program capacity-building activities over the past year.

Although 12% short of this year's US\$2,200,000 target, CAMPFIRE continues to generate substantial income for its membership, with 15 of the 28 active RDCs producing a total of US\$1,942,451 this year (a slight decrease from last year's US\$1,944,308 total). This brings the total cumulative program revenues earned over 10 years to more than US\$13 million, half of which (US\$6,664,084) has been devolved to the local communities either as cash dividends to

households or for community development projects. While four Districts reported significant increases in total income this year, ten RDCs reported less income in US dollar terms than in 1997. Although the reasons for these decreases require further investigation, it is possible that facing increasing fiscal constraints, RDCs are becoming more selective in defining "CAMPFIRE income". If true, this trend would have potentially serious implications for program diversification and long-term sustainability (see below).

Despite on-going efforts to diversify the revenue base, sport hunting continues to dominate CAMPFIRE's revenue, at 95% of total 1998 revenue. This represents a 2% decrease from the 1997 share of non-sport hunting revenues, largely due to a decline in reported eco-tourism proceeds. It is suspected that at least some of this result may be attributed to increased sport hunting fees and revenues, the devaluation of the Zimbabwe dollar and the possibility of selective revenue reporting by RDCs noted above. Nevertheless, this result underscores the 1997 program evaluation findings that program diversification will not be achieved quickly or easily.

Of CAMPFIRE's 1998 revenue, 48% was devolved directly to participating communities. This represents a modest 1% percent increase over last year (47%), with 8 of the 15 reporting RDCs devolving 50% or more of their total income (as for last year) as provided for in current program policy. Although short of 1998's Z\$118 target, the average household level benefit of ZW \$87 still represents a 47% percent increase over 1997's household benefit (Z\$59), indicating real progress in this critical area of people-level incentives for the adoption of sustainable NRM practices.

CAMPFIRE continues to be an environmentally sound land use strategy in wildlife-producing RDCs. Elephant and buffalo populations -- key wildlife indicator species -- remained stable or increased in most of these Districts. Aerial survey data is substantiated by sport hunting quotas in CAMPFIRE areas, which have remained largely stable since 1995, indicating that they are both realistic and sustainable. While this year's aerial survey results indicated an increase in poaching activity in some areas of the Zambezi Valley, the majority of this activity occurred within State-controlled (rather than CAMPFIRE) areas. Moreover, all available evidence indicates that this activity was of external, professional origin and not attributable to domestic communal sources.

*Gender:* Increasing program expansion and diversification has led to women playing an increasingly active role in CAMPFIRE, accounting for 17% of District and 23% of Ward-level formal program decision-making structures.

**IV. Performance and Prospects:** Despite not meeting this year's targets, prospects remain excellent for SO1 to achieve significant progress towards the accomplishment of its objectives over its extended implementation timeframe (see below).

*Markets:* Sport hunting markets in Zimbabwe -- CAMPFIRE's major revenue source -- remain strong. Data indicates that market demand continues to increase, led by the U.S. with over 55% of the Zimbabwean sport hunting market.

*Devolution:* At USAID's urging, the CA is now actively pursuing further devolution of program management responsibilities and resources to the sub-District level in the more mature program

Districts. In combination with the new initiative on CAMPFIRE revenues (see *Diversification* below), we expect significant progress in this critical program area over the next few years.

*Diversification:* CAMPFIRE is initiating an important new activity on the definition of and accounting for CAMPFIRE revenues. This initiative should have a significant impact on program diversification, as additional NRM activities not currently covered in program accounts are included in program accounting and management systems. In addition, 28 new non-hunting activities, amounting to over US\$2.2 million are now in the process of development under the CAMPFIRE Development Fund (RP 1).

*Sustainability:* The CA is finalizing a new strategic Action Plan which promotes CA self-sufficiency and greater program sustainability ahead of planned termination of USAID-support in 2002. Cost containment initiatives, short and long-term fund-raising activities, and increased private/commercial sector participation are being planned.

The major program concern, at present, is the harsh macro-economic environment affecting Zimbabwe. Habitat loss continues in CAMPFIRE areas as increasingly desperate economic migrants and residents seek additional land for cultivation in the face of declining real incomes and job opportunities. This disturbing trend poses the most serious threat to CAMPFIRE's long-term sustainability.

**V. Possible Adjustment to Plans:** As indicated in last year's R4, the mission has just completed a two-year, no-cost extension until September 30, 2002 to afford additional time to more fully achieve program diversification and sustainability objectives.

**VI. Other Donor Programs:** USAID is the major donor to CAMPFIRE. Other funding support has been from Australia, the Netherlands, the European Union, Norway, France, Italy and others, both for central program support as well as through individual grants to member Districts. Counterpart contributions have been substantial, amounting to more than US\$13 million to date; this has also been augmented by significant 'in-kind' contributions of staff time, operating costs, local materials and labor.

**VII. Major Contractors and Grantees:** Development Associates, Inc. assists the program's lead agency, the CA, to strengthen management capabilities and administer sub-grants to the program's non-governmental (NGO) partners and to the CA's Rural District Council members. The NRMP also provides and receives program support through several GOZ agencies (i.e., National Parks, Natural Resources, Forestry and Local Government).

## NRMP INDICATORS 1999: PERFORMANCE DATA TABLES

<b>OBJECTIVE NAME:</b> NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-001			
<b>RESULT NAME:</b> SO#1B			
<b>INDICATOR:</b> Value of total CAMPFIRE benefits			
<b>UNIT OF MEASURE:</b> Z\$ and US\$	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CAMPFIRE Association and WWF			
<b>INDICATOR/DESCRIPTION:</b> "Total" means all revenue generated from CAMPFIRE activities.  <b>COMMENTS:</b> The 1998 data reflects total CAMPFIRE revenues from 15 major producing districts. This sample size is three less than the 18 districts normally included in this data set, as no data was received from Gokwe South, Rushinga and UMP Districts for the 1998 reporting year.  The bulk of CAMPFIRE's natural resource products are export-oriented and, hence, foreign exchange earners. Since 1997, the Z\$ has devalued steadily and, more recently, markedly against the US\$. Due to this continuing instability of the local currency, future year targets are being expressed solely in US\$ although actual performance data will be reported in both US and ZW \$.  Due to the length of time required to compile complete annual program income data, including the devolution and expenditure of income by participating local communities, 1999 program financial data will not be available until mid-CY2000.	1989 (B)	N/A	US349,811 (Z743,699)
	1996	N/A	US1,732,453 (Z17,445,801)
	1997	US\$1,900,000 (Z\$23,750,000)	US1,944,308 (Z22,865,071)
	1998	US\$2,200,000	US1,942,451 (Z46,109,904)
	1999 (T)	US\$2,350,000	
	2000 (T)	US\$2,500,000	
	2001 (T)	US\$2,650,000	

<b>OBJECTIVE NAME:</b> NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-001			
<b>RESULT NAME:</b> SO #1D			
<b>INDICATOR:</b> Value of local-level CAMPFIRE benefits per benefiting household			
<b>UNIT OF MEASURE:</b> Z\$ and Households (#)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CAMPFIRE Association and WWF	1989 (B)	N/A	Z\$44
<b>INDICATOR/DESCRIPTION:</b> "Household", as used here, follows accepted Central Statistical Office (CSO) criteria, and includes only those CAMPFIRE member households actually receiving financial (\$) benefits. "Local-level" benefits refer to that amount of total CAMPFIRE revenues which is devolved to participating communities and households. "Devolved" means that communities and households determine how these financial benefits should be used.	1996	Z\$135	84
	1997	Z\$150	59
	1998	Z\$118	87
	1999 (T)	Z\$125	
	2000 (T)	Z\$135	
	2001 (T)	Z\$150	
	<b>COMMENTS:</b> It is important to monitor not only the percentage of total CAMPFIRE revenues which is being devolved to communities, but also the average household-level impact from such benefit distributions.  In 1997, 48% (Z\$22,132,753) of total CAMPFIRE revenues (see SO#1B) was devolved to Category 1 ("most active") households. RDCs disbursed an additional 15-30% of total program income on behalf of participating communities to support program management and operations, construction and maintenance of program infrastructure, and procurement and maintenance of program equipment. In the absence of complete 1998/99 program revenue and household data (see Comments in Tables SO#1B & SO#1C), a sub-set of data covering 63 wards was used for the calculation of this year's Ward- and household-level benefits, representing approximately half (51%) of all Category 1 program participants .  In the past several years, several income-earning Districts have opted to share CAMPFIRE revenues with non-producer communities. The net effect of this practice has been a rapid, near twofold increase in Category 1 ("most active") CAMPFIRE households. As a result, per capita household benefits have been significantly reduced over this period.  For the reasons indicated in Table S0#1B above, 1999 program financial data will not be available until mid-CY2000.		



<b>OBJECTIVE NAME:</b> NRM Strengthened for Sustainable Development of CAMPFIRE Communities						
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe				
<b>OBJECTIVE ID:</b> 613-001						
<b>RESULT NAME:</b> SO #1A						
<b>INDICATOR:</b> Number of CAMPFIRE communities with established NRM programs						
<b>UNIT OF MEASURE:</b> Community (#)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>			
<b>SOURCE:</b> CAMPFIRE Association, Zimbabwe Trust						
<b>INDICATOR/DESCRIPTION:</b> "Established" means "well-functioning, self-sustaining and environmentally sound". "Community" means "Ward". "Self-sustaining" is appraised in terms of the amount of devolved revenue. "Environmental soundness" is judged in terms of aerial survey and habitat/vegetation reports, as well as stable offtake quotas. "Well-functioning" is determined by attaining a Process-Oriented Monitoring System (POMS) score of 80-100 percent. As indicated in SO1's Results Framework, POMS measures CAMPFIRE community institutional development across eight dimensions: procedural functioning; quality of Committee; participation of residents in decision-making; Committee roles; interaction with supporting agencies; development/implementation of NRM plans; development/implementation of community projects; and involvement within the community. "Model" communities require no further institutional development assistance.						
				1996 (B)	N/A	0
				1997	2	2
				1998	5	46
				1999	60	51
				2000 (T)	75	
				2001 (T)	90	
<b>COMMENTS:</b> 1999 CAMPFIRE "graduate" communities include: Limpopo, Makakavhule, Chikwalakwala, Chabili, Shashe and Mtetengwe in Beitbridge District; Makhulela in Bulililamangwe District; Mahenye in Chipinge District; Chitsanzeni, Lisese, Chehondo, Chikupo, Hlarweni, Muchingwizi, Zamani, Chihosi, Malipati, Gondweni, Dopi and Pahela in Chiredzi District; Kanyurira, Chapoto, Chisungo 10 and Chisunga 2 in Guruve District; Wards 14, 17, 18 and 20 in Gwanda District; Nyamakate 7, Kazangarare 9, Rengwe 15 in Hurungwe District; Silewu, Sidinda and Mabale in Hwange District; Mukota A in Mudzi District; Mola 3, Gache Gache 1, Kasvisa 8, Nebiri 7, Kanyati 11 & 12, and Musambakaruma 9 & 10 in Nyaminyami District; and Wards 1-4 and 7-9 in Tsholotsho District.						
This group represents 29 % of the program's "most active" communities. This data is based on a 1999 sample of 68% of the 175 "most active" participating CAMPFIRE communities (n=122).						

<b>OBJECTIVE NAME:</b> NRM Strengthened for Sustainable Development of CAMPFIRE Communities				
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe		
<b>OBJECTIVE ID:</b> 613-001				
<b>RESULT NAME:</b> SO 1 #1C				
<b>INDICATOR:</b> Number of households in CAMPFIRE communities				
<b>UNIT OF MEASURE:</b> Household		<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> CAMPFIRE Association and WWF		1989 (B)	N/A	9,000
<b>INDICATOR/DESCRIPTION:</b> "Household", as used here, follows accepted Central Statistical Office (CSO) criteria. The CAMPFIRE Association has divided participating households into three categories: 1) those located in Districts which are members of the Association, benefit from donor-funded technical assistance, training and/or awareness-building activities, and receive devolved revenues; 2) those located in member Districts, but only benefiting from technical assistance, training and/or awareness-building activities; and 3) those located in member Districts, but not, as yet, having received any tangible benefits from program membership.		1996	N/A	105,000
		1997	N/A	200,000
		1998	210,000	319,000
		1999	325,000	319,000
		2000 (T)	350,000	
		2001 (T)	365,000	
<b>COMMENTS:</b> The universe of CAMPFIRE households needs to be distinguished from the sub-set of households actually receiving financial (\$) benefits. Category 1 participants, comprising 207,000 households, are characterized as "most active". Category 2 and 3 participants, comprising an additional 112,000 households, are characterized as "moderately active" and "nascent", respectively.  Due to the unexpected departure of the CAMPFIRE Association's M&E Officer, the program was unable to update its household database this year. For this reason, the same data reported in last year's report has been presented for this year. This decision is based on the reasonable assumption that the number of CAMPFIRE households did not decrease over the past year, which is supported by on-going program activities which indicate that the number of participating households continues to increase, both in total numbers and between Categories (e.g., "nascent" to "moderately active") as additional communities begin to receive program support services. Actual 1998 data will be collected this year and updated in next year's R4.				

## **USAID/Zimbabwe Strategic Objective: Broadened Ownership in a Growing Economy (IR 2.1: Broadened Low-income Home Ownership)**

### **I. Mission Self-Assessment Statement: ON TRACK**

### **II. SO Summary**

*Relationship to USAID Objectives and MPP Goals:* The SO primarily contributes to the USAID Objective of expanding and making more equitable access to economic opportunity for the poor (USAID Objective 1.3); a secondary link is the expansion and strengthening of critical private markets (1.1). The SO contributes to the MPP goal to promote fiscal responsibility and encouraging open market-driven policies for the economy.

*Statement-of-Change and Ultimate Customers:* This IR provides technical assistance and capital resources to expand the low-income housing market. The main activity is the Private Sector Housing Program (PSHP). The ultimate customers are Zimbabwe's poor low-income households in both urban and rural district councils.

**III. Key Results Narrative:** The IR results met expectations despite an unprecedented macro-economic deterioration in Zimbabwe. As a result, the USAID program is the only available avenue for mortgage lending to low-income households. Those who could access building finance through other means were hampered by an inflation rate of over 100% for building materials. However, the program improved the openness of central government ministries and departments to dialogue with private sector managers, initiated major policy and regulatory reforms for opening up the primary housing finance market, and for improving local governments' access to infrastructure capital from the private sector. It is anticipated that the reforms will have a long-term catalytic effect on more efficient housing provision in Zimbabwe.

In 1999, the PSHP:

- made 4,452 private sector mortgages to low-income households, 18.6 percent of which were issued to female-headed households;
- serviced 7,672 residential plots for low-income families and constructed 18,945 low-income houses;
- created 13,996 new construction-related jobs in, only two (Harare and Bulawayo) of the 25 cities where the program operates;
- introduced and completed corporate credit-rating for six cities;
- introduced instruments for expanding mortgage supply (mortgage securitization) and leveraged greater amounts of private sector resources;
- organized and facilitated successful public-private sector dialogue and working groups in both municipal and housing finance;
- organized and facilitated a municipal finance technical study tour of South Africa for 13 local and central government officials and private sector representatives; and
- developed financial accountability by encouraging incentives for transparent and separate non-commingled PSHP local accounts, including strengthening competitive tendering processes and practices in 24 Local Authorities.

Targets for increased housing affordability and for construction of new low-income homes were surpassed. Results for mortgage lending were lower than originally targeted due to the continuing adverse macro-economic conditions. Building societies preferred to invest depositors' funds into short-term high yielding money markets, rather than in the long-term mortgages. (Refer to the PSHP R4 Performance Indicator Tables.)

*Affordability:* Based on the 1992 baseline data, the 1999 cost of a minimum standard, low-income house and serviced plot decreased in real terms by 22% from the 1998 value. The price of a low-income house and serviced plot remained affordable even though family purchasing power continued to erode. The public-private partnerships introduced in Zimbabwe under the PSHP attracted private contractors into the low-income housing market, thereby increasing competition and lowering prices.

*Housing Construction:* A total of 18,945 new low-income houses were produced by the private sector -- a decrease over the 1998 result. This is due to the prohibitive interest rates and spiraling production costs. In spite of ill-informed political pressure to the contrary, local authorities were successful in enforcing the PSHP requirement of an initial affordable and extendable houses.

*Mortgage Financing:* USAID funds leveraged mortgages through the private sector to families whose household income was a maximum of US 50 cents per day. Some 60% of all the 1999 mortgage funds provided to low-income families in Zimbabwe were sourced through the PSHP. With interest rates continuing to increase and projected to remain at high levels for the medium term, private sector mortgage finance will remain extremely scarce outside the PSHP.

**IV. Performance and Prospects:** As the macro-economic environment deteriorates, macro-performance will continue to significantly affect progress through FY 2002. Funds normally used for mortgage finance are being diverted into higher-yield, short-term instruments. This reduction in mortgage financing is having an impact on poor families' ability to access financing for homes, especially outside the PSHP. High inflation and low productivity due to crippling foreign currency and fuel shortages are expected to lead to rising costs of infrastructure development and housing construction. These conditions have a negative impact on both housing availability and affordability.

Using its comparative advantage arising from its strong professional working relationships with all levels in the sector, USAID has promoted and maintained an active and successful public-private dialogue with the GOZ on policies that permit long-term lending in inflationary economies.

Through its strong contacts with local officials, the mission has earned credibility and access to key local leaders and will build on this experience to improve local governance under the Participation Strategic Objective in the new CSP.

**V. Possible Adjustment to Plans:** The mission will shortly approve a no-cost PACD extension to the PSHP to provide a bridge to its new local government activity (see below) and to allow residual activities under the program to be completed.

*IR 3: Local Authorities More Capable and Open to Citizen Input in Decision-Making*  
Building on the success and lessons learned in the PSHP relating to local government accountability, transparency and inclusiveness, the RUDO will be transitioning to the IR stated above, which is a component of the Participation SO – *Enhanced Citizens' Participation in Economic and Political Decision-Making*. Design of the IR will begin early in FY 2001.

The mission has conducted a literature review of international experiences in this area and has prepared a concept paper for a pilot activity involving one rural district and two to three urban councils that participated in the USAID PSHP during FY 2000. The pilot will test assumptions about which activities best achieve the IR.

One assumption to be tested is that action plans are required to achieving credit-worthiness and to enable local authorities to access funding under the World Bank's (WB) US\$120 million Local Government Capital Development Program (LGCDP). The LGCDP has been designed to commence work with those local authorities that will have demonstrated the capacity for adequate consultation with local stakeholders and their openness to input from citizens in decision-making, especially in the formulation of the action plans. Accordingly, the WB's program follows and builds on the activities of IR 3.

Monitoring and evaluation products of the pilot activities will provide practical experience for the design of the Participation SO's IR 3, as well as help identify appropriate indicators.

**VI. Other Donor Programs:** The partner donors in 1999 were the WB, DFID and DANIDA. The WB led policy dialogue to leverage more private sector resources for housing development and participated in public-private sector working group meetings in both municipal and housing finance. DANIDA sponsored the National Association of Local Authorities in Denmark (NALAD) which provided technical assistance for the preparation of the Fiscal Decentralization Study Report in Zimbabwe. DFID is involved in community participation and decentralization to local government activities.

**VII. Major Contractors and Grantees:** Five building societies, 25 local authorities and locally-based non-governmental organizations were PSHP grantees. Duff and Phelps (Africa), Duane, Morris & Heckscher (USA) and international Housing Finance Specialist Claude Bouvet were the major contractors for the PSHP on credit rating, municipal finance and housing finance respectively.

## PSHP INDICATORS 1999: PERFORMANCE DATA TABLES

<b>OBJECTIVE NAME:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-002			
<b>RESULT NAME:</b> Increased Access by Low-Income Households to Mortgage Financing			
<b>INDICATOR:</b> SO 2.1 Absolute Number and Percent of Total Mortgage Loans Going to Urban Low-Income Households			
<b>UNIT OF MEASURE:</b> Number and percent	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Mortgage Institution Reports PSHP Monitoring and Evaluation System Indicator Update, Calendar Year 1999  <b>INDICATOR/DESCRIPTION:</b> Annual data, gender disaggregated  <b>COMMENTS:</b> The 1999 figures underreport the number of households which accessed mortgages for low-income housing. Last year, local authorities issued certificates of occupation representing a total of 18,945 new homes. Building societies only officially record a mortgage once a title deed has been issued. According to data from building societies, only 4,452 mortgages were issued. A considerable percentage of mortgages that were issued for houses built on Stateland were not recorded due to delays in title processing, although these houses are already occupied. Under the PSHP, close policy dialogue with Government's Stateland Office has been undertaken to considerably improve the procedures for issuing en block the leases and title deeds on stateland. Over 50% of the PSHP local authorities were developing housing on stateland in the year. Because of prevailing high interest rates which contributed to the high costs of matching funds, there has been a significant reduction in available mortgage financing. The building societies have moved their lending capital away from long-term mortgages into short-term high yield investments. The current macro-economic environment will continue to restrict low-income families' access to mortgage finance. As noted in the 1998 R4, mortgage target levels were adjusted to their original estimates and the gender disaggregated levels reflect a more realistic target. There has been a substantial increase in the % of mortgages issued to female-headed households reflecting a more positive attitude toward this disadvantaged group.	1992 (B)		1,220 #M – 1,070 #F – 150 #M – 88% %F – 12%
	1995	7,329	15,962 #M – 13,089 #F – 2,873 %M – 82% %F – 18%
	1996	7,863 #M – 6,290 #F – 1,573 %M – 80 %F – 20	4,672 <i>gender data unavailable</i>
	1997	8,397 #M – 6,718 #F – 1,679 %M – 80 %F – 20	5,894 <i>gender data unavailable</i>
	1998	8,931 #M – 7,591 #F – 1,340 %M – 85 %F – 15	4,803 #M – 4,325 #F – 478 %M – 90% %F – 10% <i>Incomplete Data</i>
	1999	8,931 #M – 7,591 #F – 1,340 %M – 80 %F – 20	<b>4,452</b> #M – 3,624 #F – 828 %M – 81,4 %F – 18,6
	2000 (T)	8,931	

<b>OBJECTIVE NAME:</b> Broadened Ownership in a Growing Economy						
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe				
<b>OBJECTIVE ID:</b> 613-002						
<b>RESULT NAME:</b> Broadened Low-Income Home Ownership						
<b>INDICATOR:</b> IR 2.1.1.1 Number of Low-Income Houses Built Annually						
<b>UNIT OF MEASURE:</b> Number per urban population	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>			
<b>SOURCE:</b> Demographic and Health Survey						
<b>INDICATOR/DESCRIPTION:</b> As stated above.						
<b>COMMENTS:</b> This indicator is measured on houses built per 1000 population basis rather than measuring absolute numbers of new homes constructed. This approach more realistically measures overall impact in the sector because Zimbabwe’s urban population increases at 5.3% annually.  The program target was exceeded almost three fold.						
				1992 (B)	N/A	0.77
				1996	0.88	2.7
				1997	0.96	3.8
				1998	1.06	4.8
1999	1.17	4.4				
	2000 (T)	1.3				

<b>OBJECTIVE NAME:</b> Broadened Ownership in a Growing Economy			
<b>APPROVED:</b> 1997 CSP		<b>COUNTRY/ORGANIZATION:</b> USAID/Zimbabwe	
<b>OBJECTIVE ID:</b> 613-002			
<b>RESULT NAME:</b> Increased Affordability of Low-Income Housing			
<b>INDICATOR:</b> IR 2.1.3 Average price of a minimum standard urban house and serviced stand			
<b>UNIT OF MEASURE:</b> Z\$ 1992	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> PSHP Monitoring and Evaluation System Indicator Update, Calendar Year 1999			
<b>INDICATOR/DESCRIPTION:</b> A lower actual number indicates success.			
<b>COMMENTS:</b> Given the current macro-economic situation with rising inflation, high interest rates, and a dramatic devaluation of the Z\$ the fact that the current price has remained at below targeted levels is significant. Inflation remained high in 1999 reaching and holding on at a height of 55-70%. It is uncertain, if this success can be maintained in macro-economic conditions which continue to deteriorate.			

## **PART III**

### **RESOURCE REQUEST**



**Program Resources:** Adverse and deteriorating socio-economic and political circumstances led USAID/Washington to reverse a close-out decision and direct more resources to the Zimbabwe program. OYB levels have been increased to permit the mission to prevent/mitigate the ongoing crisis. Additionally, new resources have recently been added through the LIFE initiative to battle the HIV/AIDS epidemic.

**Performance and Resources:** With the exception of \$200,000 for the Broadened Ownership SO, which will enable a transition of local government initiatives into the Participation SO, no additional resources are required for residual SO activities under the “old” CSP 1997-2003. All new objectives are “on track” or exceeding expectations, pipelines are reasonable, and the mission is moving aggressively into the implementation phase of its new strategy. Projected resources are deemed adequate to accomplish the results which the mission has laid out for the planning period.

#### PROJECTED PROGRAM RESOURCES (\$000s)

By Sector	FUNDING TYPE	FY 2000 NOA	FY 2001 CP	FY 2002
	Economic Growth	2,940	2,000	3,900
	Agriculture	700	0	500
	Democracy	1,287	3,032	2,500
	Population	2,000	2,687	2,250
	HIV/AIDS	5,000	6,000	4,500
	Other Health	200	0	0
	ESF	600*	500*	500*
	<b>TOTAL</b>	<b>12,727</b>	<b>14,219</b>	<b>14,150</b>

\*Requested, unconfirmed; FY 2000, \$500,000 (Parliamentary support) and \$100,000 (election monitoring.)

**Workforce:** Very modest increases in staff are projected. All positions noted below are within mission “ceilings,” being either replacements of departing staff or transfer of staff from Regional Urban Development Office (RUDO) to the mission workforce. The mission is considering recruitment alternatives in coping with the possible impacts of HIV/AIDS on the workforce.

#### PROJECTED WORKFORCE SUMMARY, FY 1999 – FY 2003

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003 Projection
USDH	7	7	7	7	7
Local OE	41	44	45	45	45
Program (FSN)	8	10	12	12	12
Program (U.S.)	1	4	4	4	4
<b>TOTAL</b>	<b>57</b>	<b>65</b>	<b>68</b>	<b>68</b>	<b>68</b>

USDH: Mission is recruiting a New Entry Professional into its HIV/AIDS Team in FY 2000; the Private Sector Office position will be eliminated before the end of this fiscal year.

Local OE: For 2000, a Procurement Specialist, PDO and Financial Analyst; for 2001, one RUDO driver.

Program (FSN): For 2000, a PHN technical advisor and an Administration Assistant for the Participation Office; for 2001, the Urban Programs Team Leader and Admin. Asst.

Program (U.S.): For 2000, replacement of the PHN Team Leader, Urban Programs Advisor and a Contract/Program Advisor.

**Operating Expenses (OE):** The following narrative provides additional background and justification for the OE levels contained in the attached tables.

*Local currency trust funds continue to be a major factor in the mission's OE equation. In October 1998, the mission received the local currency equivalent of US\$500,000 in trust funds resulting from the release of \$5.0 million in Non-Project Assistance. In August 1999, the mission received the local currency equivalent of US\$800,000 in trust funds resulting from a final settlement of projectized local currency held by the host government since the 1980s. By earning maximum interest and spreading use of those funds over the period FY 2001 to FY 2005, the mission manages with less than \$1.7 million per year in OE budget.*

OE costs remain relatively low due to the fact that the mission owns a compound of three office buildings and five residences. To maintain the office compound, the mission uses FSNPSC employees who serve double duty as janitors, gardeners, mail clerks, drivers, and warehousemen. The cost of these four employees is minimal.

USAID/Zimbabwe's approved FY 2000 Operating Expense budget is \$1,500,000 in U.S. dollars (no trust funds). The mission used an average exchange rate of 35.0 Zimbabwe dollars to US\$1.00 in budgeting local currency costs for fiscal years 2000 and 2001 and 40.0 Zimbabwe dollars to US\$1.00 for fiscal year 2002.

ICASS costs for FY 2000 are \$144,763 of which \$41,517 will be charged to program funds. A 10% to 15% annual increase is anticipated. The Mission's ICASS costs are characterized as reasonable. The Executive Officer is currently the Chairman of the ICASS Council.

FSNPSCs represent the largest OE cost, accounting for one-third of the annual OE budget. FSNPSC positions are expected to level off at about 45 from FY 2000 onward. Annual FSNPSC budgets include an estimated 40% cost-of-living increase because of the highly inflationary environment.

**Overview of FYs 2001/2002 OE Estimates:** Total OE requirements for FY 2001 and FY 2002 are \$1,946,000 and \$2,329,500. Trust fund usage for these years is \$253,000 and \$629,500 respectively, thereby reducing the U.S. dollar portion to \$1,693,000 for FY 2001 and \$1,700,000 for FY 2002. The increase in OE requirements for FY 2002 (over FY 2001) is caused by home leaves and several planned USDH transfers to/from post.

**Non-USAID-funded Issues:** The mission will work closely with the Embassy on security issues, including the possible construction of a new office building. In the interim, it is critical that enhancements to improve the mission's security posture be made at the current office compound. These enhancements, recommended by USAID/Security, will be accomplished with supplemental funding of \$250,000 of which we expect to receive a separate non-Bureau OE fund cite for \$125,000 from USAID/Security in FY 2000. Since the funding of the second tranche by USAID/Security is indefinite, it is requested that \$125,000 be funded in FY 2001 under the Capital Investment Fund (CIF).

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
	Contraceptive Procurement, G/PHN Project Code 936-3057.00	HIGH	One year	0	2,587	0	2,150
	Family Planning Logistics II, CDC Project Code 936-3057.00	HIGH	One year	0	100	0	100
GRAND TOTAL.....				0	2,687	0	2,250

## FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: ZIMBABWE  
 Approp:  
 Scenario:

S.O. # , Title															
FY 2000 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2002
SO 1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	3,000	3,780
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	3,000	3,780
SO 2: Broadened Ownership in a Growing Economy															
	Bilateral	200	0	200	0	0	0	0	0	0	0	0	0	3,140	540
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		200	0	200	0	0	0	0	0	0	0	0	0	3,140	540
SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Enhanced Citizens' Participation in Economic and Political Decision Making															
	Bilateral	2,287	700	300	0	0	0	0	0	0	0	0	1,287	1,500	10,474
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,287	700	300	0	0	0	0	0	0	0	0	1,287	1,500	10,474
SO 5: HIV/AIDS Crisis Mitigated															
	Bilateral	5,200	0	0	0	0	0	0	0	5,000	200	0	0	3,400	7,533
	Field Spt	2,000	0	0	0	0	2,000	0	0	0	0	0	0	2,000	0
		7,200	0	0	0	0	2,000	0	0	5,000	200	0	0	5,400	7,533
SO 6: Access to Economic Opportunity for Disadvantaged Groups Expanded															
	Bilateral	2,940	0	2,440	0	0	0	0	0	500	0	0	0	0	2,940
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,940	0	2,440	0	0	0	0	0	500	0	0	0	0	2,940
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,627	700	2,940	0	0	0	0	0	5,500	200	0	1,287	11,040	25,267
Total Field Support		2,000	0	0	0	0	2,000	0	0	0	0	0	0	2,000	0
TOTAL PROGRAM		12,627	700	2,940	0	0	2,000	0	0	5,500	200	0	1,287	13,040	25,267

FY 2000 Request Agency Goal Totals	
Econ Growth	3,640
Democracy	1,287
HCD	0
PHN	7,700
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	6,927
Dev. Assist ICASS	
Dev. Assist Total:	6,927
CSD Program	5,700
CSD ICASS	
CSD Total:	5,700

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

(\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: ZIMBABWE  
 Approp:  
 Scenario:

S.O. # , Title															
FY 2000 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2002
SO 1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	2,000	1,780
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	2,000	1,780
SO 2: Broadened Ownership in a Growing Economy															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	540	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	540	0
SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Enhanced Citizens' Participation in Economic and Political Decision Making															
	Bilateral	3,032	0	0	0	0	0	0	0	0	0	0	3,032	2,000	11,516
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		3,032	0	0	0	0	0	0	0	0	0	0	3,032	2,000	11,516
SO 5: HIV/AIDS Crisis Mitigated															
	Bilateral	5,500	0	0	0	0	0	0	0	5,500	0	0	0	5,053	7,980
	Field Spt	2,687	0	0	0	0	2,687	0	0	0	0	0	0	2,687	0
		8,187	0	0	0	0	2,687	0	0	5,500	0	0	0	7,740	7,980
SO 6: Access to Economic Opportunity for Disadvantaged Groups Expanded															
	Bilateral	2,500	0	2,000	0	0	0	0	0	500	0	0	0	1,250	4,190
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,500	0	2,000	0	0	0	0	0	500	0	0	0	1,250	4,190
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		11,032	0	2,000	0	0	0	0	0	6,000	0	0	3,032	10,843	25,466
Total Field Support		2,687	0	0	0	0	2,687	0	0	0	0	0	0	2,687	0
TOTAL PROGRAM		13,719	0	2,000	0	0	2,687	0	0	6,000	0	0	3,032	13,530	25,466

FY 2001 Request Agency Goal Totals	
Econ Growth	2,000
Democracy	3,032
HCD	0
PHN	8,687
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	7,719
Dev. Assist ICASS	
Dev. Assist Total:	7,719
CSD Program	6,000
CSD ICASS	
CSD Total:	6,000

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

(\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: ZIMBABWE  
 Approp:  
 Scenario:

S.O. # , Title		FY 2000 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002
	Bilateral/ Field Spt	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
<b>SO 1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities</b>															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	1,780	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	1,780	0
<b>SO 2: Broadened Ownership in a Growing Economy</b>															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods</b>															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 4: Enhanced Citizens' Participation in Economic and Political Decision Making</b>															
	Bilateral	4,500	500	1,500	0	0	0	0	0	0	0	0	2,500	3,000	13,016
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		4,500	500	1,500	0	0	0	0	0	0	0	0	2,500	3,000	13,016
<b>SO 5: HIV/AIDS Crisis Mitigated</b>															
	Bilateral	4,000	0	0	0	0	0	0	0	4,000	0	0	0	6,450	5,530
	Field Spt	2,250	0	0	0	0	2,250	0	0	0	0	0	0	2,250	0
		6,250	0	0	0	0	2,250	0	0	4,000	0	0	0	8,700	5,530
<b>SO 6: Access to Economic Opportunity for Disadvantaged Groups Expanded</b>															
	Bilateral	2,900	0	2,400	0	0	0	0	0	500	0	0	0	2,500	4,590
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,900	0	2,400	0	0	0	0	0	500	0	0	0	2,500	4,590
<b>SO 7:</b>															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 8:</b>															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		11,400	500	3,900	0	0	0	0	0	4,500	0	0	2,500	13,730	23,136
Total Field Support		2,250	0	0	0	0	2,250	0	0	0	0	0	0	2,250	0
<b>TOTAL PROGRAM</b>		<b>13,650</b>	<b>500</b>	<b>3,900</b>	<b>0</b>	<b>0</b>	<b>2,250</b>	<b>0</b>	<b>0</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>15,980</b>	<b>23,136</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	4,400
Democracy	2,500
HCD	0
PHN	6,750
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	9,150
Dev. Assist ICASS	
Dev. Assist Total:	9,150
CSD Program	4,500
CSD ICASS	
CSD Total:	4,500

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

(\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Workforce Tables

Org_USAID/ZIMBABWE End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2000 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1					1	3	2	1	1				4	7
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	12	26				43	43
Subtotal	1	1	0	0	0	1	0	3	7	13	28	0	0	0	48	51
<b>Program Funded 1/</b>																
U.S. Citizens		1	2					3				1			1	4
FSNs/TCNs	2	3	3			2		10							0	10
Subtotal	2	4	5	0	0	2	0	13	0	0	0	1	0	0	1	14
Total Direct Workforce	3	5	5	0	0	3	0	16	7	13	28	1	0	0	49	65
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>16</b>	<b>7</b>	<b>13</b>	<b>28</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>65</b>

**FY2000-OE Funded**

FSN/TCN-add 3 positions-Procurement Specialist; Program Development Specialist; and Financial Analyst

**FY2000-Program Funded**

US Citizens-add 2 positions-HPN Acting Team Leader; Housing; Contracts/Program Advisor

FSN/TCN-add 2 positions-PHN Technical Expert and Democracy and Governance Specialist

Workforce Tables

Org USAID/ZIMBABWE End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1		1				1	3	2	1	1				4	7
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	12	27				44	44
Subtotal	1	0	1	0	0	1	0	3	7	13	29	0	0	0	49	52
<b>Program Funded 1/</b>																
U.S. Citizens		1	2					3				1			1	4
FSNs/TCNs	2	5	3			2		12							0	12
Subtotal	2	6	5	0	0	2	0	15	0	0	0	1	0	0	1	16
Total Direct Workforce	3	6	6	0	0	3	0	18	7	13	29	1	0	0	50	68
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>18</b>	<b>7</b>	<b>13</b>	<b>29</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>68</b>

**FY2001-OE Funded**

FSN/TCN-add 1 Position-Driver from Rudo

**FY2001-Program Funded**

FSN/TCN-2 Positions-Team Leader and Admin. Assistant from Rudo for Participation Team



Workforce Tables

Org_USAID/ZIMBABWE End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1		1				1	3	2	1	1				4	7
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	12	27				44	44
Subtotal	1	0	1	0	0	1	0	3	7	13	29	0	0	0	49	52
<b>Program Funded 1/</b>																
U.S. Citizens		1	2					3				1			1	4
FSNs/TCNs	2	5	3			2		12							0	12
Subtotal	2	6	5	0	0	2	0	15	0	0	0	1	0	0	1	16
Total Direct Workforce	3	6	6	0	0	3	0	18	7	13	29	1	0	0	50	68
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	3	6	6	0	0	3	0	18	7	13	29	1	0	0	50	68

# USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: **ZIMBABWE**

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
<b>SMG - 01</b>	1	1	1	1
Program Management				
<b>Program Mgt - 02</b>				
<b>Project Dvpm Officer - 9</b>	2	2	2	2
Support Management				
<b>EXO - 03</b>	1	1	1	1
<b>Controller - 04</b>	1	1	1	1
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>				
<b>Secretary - 05 &amp; 07</b>				
Sector Management				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>				
<b>Democracy - 12</b>				
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>	1	0	0	0
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>				
<b>Health/Pop. - 50</b>	0	1	1	1
<b>Education - 60</b>				
<b>General Dvpm. - 12*</b>	1	1	1	1
<b>RUDO, UE-funded - 40</b>				
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**\*GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDI**s: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

<b>Org. Title:USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	12.6	0	12.6	0	18.9	18.9	0	20.6	20.6
	Subtotal OC 11.1	12.6	0	12.6	0	18.9	18.9	0	20.6	20.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	1.6	0	1.6	2.4	0	2.4	3	0	3
	Subtotal OC 11.5	1.6	0	1.6	2.4	0	2.4	3	0	3
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	47.6	0	47.6	73	0	73	100	0	100
11.8	FN PSC Salaries	327	0	327	573.5	58.5	632	274.4	416.6	691
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0		0	0
	Subtotal OC 11.8	374.6	0	374.6	646.5	58.5	705	374.4	416.6	791
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	128	0	128	131.2	0	131.2	181	0	181
12.1	Cost of Living Allowances	0	0	0	0	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	6	0	6	6	0	6	6	0	6
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	2.1	0	2.1	0	2.6	2.6	0	3.3	3.3
12.1	US PSC Benefits	0	0	0	0		0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0	0	0	0	0	0	0	0	0
12.1	Other FN PSC Benefits	110	0	110	0	173	173	0	189	189
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	246.1	0	246.1	137.2	175.6	312.8	187	192.3	379.3
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title:USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No: 613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	40	0	40	45	0	45	45	0	45
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	34.5	0	34.5	11	0	11	40.5	0	40.5
21.0	Assignment to Washington Travel	2.5	0	2.5	5.2	0	5.2	7.7	0	7.7
21.0	Home Leave Travel	38.7	0	38.7	13.9	0	13.9	79.5	0	79.5
21.0	R & R Travel	14.5	0	14.5	70	0	70	16	0	16
21.0	Education Travel	10	0	10	5.6	0	5.6	13.2	0	13.2
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	10	0	10	18	0	18	18	0	18
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10	0	10	10	0	10	10	0	10
21.0	Site Visits - Mission Personnel	10	0	10	10	0	10	10	0	10
21.0	Conferences/Seminars/Meetings/Retreats	26.2	0	26.2	31.7	0	31.7	32.7	0	32.7
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	10	0	10	10	0	10	10	0	10
Subtotal OC 21.0		206.4	0	206.4	230.4	0	230.4	282.6	0	282.6
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	144.7	0	144.7	69.5	0	69.5	204.5	0	204.5
22.0	Home Leave Freight	25.9	0	25.9	12.1	0	12.1	20	0	20
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	6	0	6	8	0	8	8	0	8
22.0	Transportation/Freight for Res. Furniture/Equip.	4	0	4	4	0	4	14	0	14
Subtotal OC 22.0		180.6	0	180.6	93.6	0	93.6	246.5	0	246.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

<b>Org. Title:USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
23.2	Rental Payments to Others - Office Space	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Warehouse Space	12.4	0	12.4	13.6	0	13.6	14.3	0	14.3
23.2	Rental Payments to Others - Residences	25	0	25	30.1	0	30.1	36.1	0	36.1
	Subtotal OC 23.2	37.4	0	37.4	43.7	0	43.7	50.4	0	50.4
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	14.4	0	14.4	17.3	0	17.3	18.1	0	18.1
23.3	Residential Utilities	15.4	0	15.4	18.5	0	18.5	19.4	0	19.4
23.3	Telephone Costs	49.5	0	49.5	57.4	0	57.4	59.8	0	59.8
23.3	ADP Software Leases	3	0	3	3	0	3	3	0	3
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0.3	0	0.3	0.3	0	0.3	0.3	0	0.3
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0
23.3	Courier Services	6.1	0	6.1	7.3	0	7.3	7.6	0	7.6
	Subtotal OC 23.3	88.7	0	88.7	103.8	0	103.8	108.2	0	108.2
24.0	Printing and Reproduction	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5
	Subtotal OC 24.0	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	33.9	0	33.9	40.6	0	40.6	42.7	0	42.7
25.2	Residential Security Guard Services	24.7	0	24.7	29.6	0	29.6	31.1	0	31.1
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0.5	0	0.5	0.5	0	0.5	0.6	0	0.6
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0

OPERATING EXPENSES

<b>Org. Title:USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Other Miscellaneous Services	20	0	20	24	0	24	25.2	0	25.2
25.2	Staff training contracts	25.8	0	25.8	65	0	65	53	0	53
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2	106	0	106	160.8	0	160.8	153.7	0	153.7
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	103.3	0	103.3	115	0	115	126.5	0	126.5
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.3	103.3	0	103.3	115	0	115	126.5	0	126.5
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	9.4	0	9.4	11.3	0	11.3	11.9	0	11.9
25.4	Residential Building Maintenance	20	0	20	24	0	24	25.2	0	25.2
	Subtotal OC 25.4	29.4	0	29.4	35.3	0	35.3	37.1	0	37.1
25.6	Medical Care	0	0		0	0		0	0	
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	6.2	0	6.2	9.7	0	9.7	12.1	0	12.1
25.7	Storage Services	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	17	0	17	20	0	20	21	0	21
25.7	Vehicle Repair and Maintenance	5	0	5	6	0	6	6.3	0	6.3
25.7	Residential Furniture/Equip. Repair and Maintenance	2.6	0	2.6	3.1	0	3.1	3.3	0	3.3
	Subtotal OC 25.7	30.8	0	30.8	38.8	0	38.8	42.7	0	42.7
25.8	Substance & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	32	0	32	35	0	35	37.4	0	37.4
	Subtotal OC 26.0	32	0	32	35	0	35	37.4	0	37.4
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	20	0	20	20	0	20	20	0	20
31.0	Purchase of Office Furniture/Equip.	20	0	20	20	0	20	20	0	20
31.0	Purchase of Vehicles	0	0	0	0	0	0	0	0	0
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0

OPERATING EXPENSES

Org. Title:USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No: 613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	ADP Hardware purchases	10	0	10	10	0	10	10	0	10
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0
	Subtotal OC 31.0	50	0	50	50	0	50	50	0	50
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		1500	0	1500	1693	253	1946	1700	629.5	2329.5

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>751</u>		<u>956</u>		<u>653</u>
<b>Exchange Rate Used in Computations</b>	<u>1:00</u>	<u>35</u>	<u>1:00</u>	<u>35</u>	<u>1:00</u> <u>40</u>

\*\*

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0

0

0

**Organization: USAID/ZIMBABWE**

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	1,479.2	2,652.3	3,495.2 *
Obligations	0.0	253.0	629.5
Deposits	1,173.1	1,595.2	2,027.5
Balance End of Year	2,652.3	3,994.5	4,893.2

**Exchange Rate**                      \$1.00:Z\$35    \$1.00:Z\$35    [\\$1.00:Z\\$40](#) \*

\* Please note the difference in the balance carried forward to FY 2002 due to exchange rate variance.

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      \$1.00:Z\$35    \$1.00:Z\$35    \$1.00:Z\$40



CONTROLLER OPERATIONS

Org. Title: USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No: 613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0	0	0	23	0	23	25	0	25
11.8	FN PSC Salaries	102.6	0	102.6	201.9	0	201.9		252.4	252.4
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	102.6	0	102.6	224.9	0	224.9	25	252.4	277.4
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	25.6		25.6	26.3	0	26.3	17.8		17.8
12.1	Cost of Living Allowances	0	0	0	0	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	0	0	0	0	0	0	0	0	0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	0	0	0	0	0	0	0	0	0
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0	0	0	0	0	0	0	0	0
12.1	Other FN PSC Benefits	28.8	0	28.8	0	51.9	51.9		64.9	64.9
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	54.4	0	54.4	26.3	51.9	78.2	17.8	64.9	82.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

CONTROLLER OPERATIONS

<b>Org. Title: USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10	0	10	9	0	9	9	0	9
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	11	0	11	0	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	10	0	10	0	0	0	18.8	0	18.8
21.0	R & R Travel	0	0	0	14	0	14	0	0	0
21.0	Education Travel	5	0	5	0	0	0	6.6	0	6.6
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	2.5	0	2.5	2	0	2	2	0	2
21.0	Conferences/Seminars/Meetings/Retreats	2.6	0	2.6	2.8	0	2.8	2.8	0	2.8
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	2	0	2	0	0	0	0	0	0
Subtotal OC 21.0		43.1	0	43.1	27.8	0	27.8	39.2	0	39.2
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	38	0	38	0	0	0	0	0	0
22.0	Home Leave Freight	4.9	0	4.9	0	0	0	4.9	0	4.9
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	1.2	0	1.2	1.6	0	1.6	1.6	0	1.6
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0	0.6	0	0.6	2	0	2
Subtotal OC 22.0		44.1	0	44.1	2.2	0	2.2	8.5	0	8.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

CONTROLLER OPERATIONS

<b>Org. Title: USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
23.2	Rental Payments to Others - Office Space	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Warehouse Space	2.4	0	2.4	2.7	0	2.7	3.3	0	3.3
23.2	Rental Payments to Others - Residences	0	0	0	0	0	0	0	0	0
	Subtotal OC 23.2	2.4	0	2.4	2.7	0	2.7	3.3	0	3.3
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	2.9	0	2.9	3.5	0	3.5	4.1	0	4.1
23.3	Residential Utilities	2.2	0	2.2	2.6	0	2.6	3.2	0	3.2
23.3	Telephone Costs	10.4	0	10.4	11.5	0	11.5	13.4	0	13.4
23.3	ADP Software Leases	0.6	0	0.6	0.6	0	0.6	0.6	0	0.6
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0.1	0	0.1	0.1	0	0.1	0.1	0	0.1
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0
23.3	Courier Services	1.2	0	1.2	1.5	0	1.5	1.7	0	1.7
	Subtotal OC 23.3	17.4	0	17.4	19.8	0	19.8	23.1	0	23.1
24.0	Printing and Reproduction	0.1	0	0.1	0.1	0	0.1	0.1	0	0.1
	Subtotal OC 24.0	0.1	0	0.1	0.1	0	0.1	0.1	0	0.1
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	6.8	0	6.8	8.1	0	8.1	9.8	0	9.8
25.2	Residential Security Guard Services	3.5	0	3.5	4.2	0	4.2	5.1	0	5.1
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	0	0	0	0	0	0	0	0	0
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0.1	0	0.1	0.1	0	0.1	0.1	0	0.1
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0

CONTROLLER OPERATIONS

<b>Org. Title: USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Other Miscellaneous Services	4	0	4	4.8	0	4.8	5.8	0	5.8
25.2	Staff training contracts	5.2	0	5.2	5	0	5	9.5	0	9.5
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2	19.6	0	19.6	22.2	0	22.2	30.3	0	30.3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	20.6	0	20.6	23	0	23	25.3	0	25.3
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.3	20.6	0	20.6	23	0	23	25.3	0	25.3
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.9		1.9	2.3		2.3	2.7	0	2.7
25.4	Residential Building Maintenance	2.9		2.9	3.4		3.4	4.1	0	4.1
	Subtotal OC 25.4	4.8	0	4.8	5.7	0	5.7	6.8	0	6.8
25.6	Medical Care	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	1.2	0	1.2	1.9	0	1.9	2.4	0	2.4
25.7	Storage Services	0	0	0		0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	3.4	0	3.4	4	0	4	4.8	0	4.8
25.7	Vehicle Repair and Maintenance	1	0	1	1.2	0	1.2	1.4	0	1.4
25.7	Residential Furniture/Equip. Repair and Maintenance	0.4	0	0.4	0.5	0	0.5	0.5	0	0.5
	Subtotal OC 25.7	6	0	6	7.6	0	7.6	9.1	0	9.1
25.8	Substance & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	6.4	0	6.4	7	0	7	8	0	8
	Subtotal OC 26.0	6.4	0	6.4	7	0	7	8	0	8
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	2.8	0	2.8	2.8	0	2.8	2.8	0	2.8
31.0	Purchase of Office Furniture/Equip.	4	0	4	4	0	4	4	0	4
31.0	Purchase of Vehicles	0	0	0	0	0	0	0	0	0
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0

CONTROLLER OPERATIONS

Org. Title: USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No: 613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	ADP Hardware purchases	2	0	1	2	0	2	2	0	2
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0
	Subtotal OC 31.0	8.8	0	7.8	8.8	0	8.8	8.8	0	8.8
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		330.3	0	329.3	378.1	51.9	430	205.3	317.3	522.6

Additional Mandatory Information

Dollars Used for Local Currency Purchases

201

263

56

Exchange Rate Used in Computations

1

35

1

35

1

40

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If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

## CAPITAL INVESTMENT FUND

Org. Title:USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No:613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0
11.8	FN PSC Salaries			0			0			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits			0			0			0
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## CAPITAL INVESTMENT FUND

Org. Title:USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No:613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0			0			0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0
21.0	Assignment to Washington Travel			0			0			0
21.0	Home Leave Travel			0			0			0
21.0	R & R Travel			0			0			0
21.0	Education Travel			0			0			0
21.0	Evacuation Travel			0			0			0
21.0	Retirement Travel			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0
21.0	Site Visits - Mission Personnel			0			0			0
21.0	Conferences/Seminars/Meetings/Retreats			0			0			0
21.0	Assessment Travel			0			0			0
21.0	Impact Evaluation Travel			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0
21.0	Recruitment Travel			0			0			0
21.0	Other Operational Travel			0			0			0
Subtotal OC 21.0		0	0	0	0	0	0	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0
22.0	Home Leave Freight			0			0			0
22.0	Retirement Freight			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0
Subtotal OC 22.0		0	0	0	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## CAPITAL INVESTMENT FUND

Org. Title:USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No:613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.2	Rental Payments to Others - Office Space			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0
23.2	Rental Payments to Others - Residences			0			0			0
	Subtotal OC 23.2	0	0	0	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0			0			0
23.3	Residential Utilities			0			0			0
23.3	Telephone Costs			0			0			0
23.3	ADP Software Leases			0			0			0
23.3	ADP Hardware Lease			0			0			0
23.3	Commercial Time Sharing			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0
23.3	Other Mail Service Costs			0			0			0
23.3	Courier Services			0			0			0
	Subtotal OC 23.3	0	0	0	0	0	0	0	0	0
24.0	Printing and Reproduction			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0
25.1	Management & Professional Support Services			0			0			0
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0
25.2	Residential Security Guard Services			0			0			0
25.2	Official Residential Expenses			0			0			0
25.2	Representation Allowances			0			0			0
25.2	Non-Federal Audits			0			0			0
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0



## CAPITAL INVESTMENT FUND

<b>Org. Title:USAID/ZIMBABWE</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:613</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Other Miscellaneous Services			0			0			0
25.2	Staff training contracts			0			0			0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0			0			0
25.4	Residential Building Maintenance			0			0			0
	Subtotal OC 25.4	0	0	0	0	0	0	0	0	0
25.6	Medical Care									
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials			0			0			0
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0			0			0
31.0	Purchase of Office Furniture/Equip.			0			0			0
31.0	Purchase of Vehicles			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0

## CAPITAL INVESTMENT FUND

Org. Title: USAID/ZIMBABWE		Overseas Mission Budgets								
Org. No: 613		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	ADP Hardware purchases			0			0			0
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0	125		125			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	125	0	125	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		0	0	0	125	0	125	0	0	0

## Additional Mandatory Information

Dollars Used for Local Currency Purchases

000

Exchange Rate Used in Computations

135135140

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If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

## **ANNEX MATERIAL**

## **ANNEX A**

**Information Topic: ENVIRONMENTAL IMPACT (3 pages)**

**Requestor: BUREAU ENVIRONMENT OFFICERS and PROGRAM  
OFFICES**

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## **USAID/Zimbabwe FY2002 R4 Environmental Compliance Statement**

### **A. Introduction**

USAID/Zimbabwe will have several Reg. 216 requirements this FY, including a revised, comprehensive IEE for our new "HIV/AIDS Crisis Mitigated" Strategic Objective (see below) and a new IEE for our new "Economic Opportunities" Special Objective, focusing on microenterprise promotion. All of the mission's other actions this year will consist of incremental funding additions to existing activities with approved IEEs. The mission has scheduled two TDYs from the REDSO/ESA Regional Environmental Officer to assist with this work and, therefore, foresees no extra Bureau assistance in complying with its Reg. 216 requirements this year.

### **B. Specific Activity Updates**

There are no problems apparent in complying with the requirements of existing, approved IEEs for ongoing Mission programs. An update on the status of ongoing program environmental requirements follows.

*613-001 - Zimbabwe Natural Resources Management Project, Phase II (613-0251.13 & 690-0241):* The mission is proceeding with implementation of this program in full accordance with the terms of our amended program IEE (completed in 1998), which fully updated the original IEE in accordance with the revised program strategy and implementation arrangements approved in 1997. In addition to completing the program's important wildlife and environmental monitoring requirements (discussed in the R4 narrative), we have also completed duly signed Environmental Review/Screening Forms for each of the twenty-four (24) grants we have executed with communities under the project's CAMPFIRE Development Fund (CDF).

As most of the grants issued to date have been for capacity-building activities (i.e., technical assistance, training and limited commodity and staff support), they did not require extensive environmental review (i.e., all Category 1-type activities). However, as we proceed to the first set of infrastructure development grants, the expanded SO team is ensuring that environmental review is being conducted as a major and integral component of the greater proposal design process. Within this latter category of grants, five full Environmental Reviews have been completed for proposed 'infrastructure development' activities to date with three more in process.

The results of this environmental review process have been periodically reviewed by REO Bingham during the course of her TDYs over the past several years (e.g., 3 TDYs in 1999) while providing refresher training on the environmental review process to the (especially new) program. The program also completed a new CAMPFIRE Development Fund (CDF) Manual in 1998, which provides, among other things, detailed guidance on CDF environmental review requirements, in accordance with both USAID and GoZ policies and procedures on this subject. Several (five) additional sub-regional training events were conducted in 1999 to properly introduce this new manual, also with REO

Bingham's assistance and Government of Zimbabwe Department of Natural Resources staff follow-up support. This approach has ensured that program activities are approved and implemented in full accordance with USAID and GoZ environmental review requirements. Accordingly, there are no outstanding issues associated with continuing compliance with the agreed upon environmental requirements for this project.

*613-002 - Zimbabwe Private Sector Housing Program (613-HG-003):* At the time of program design, the BEO expressed concerns regarding the potential for adverse environmental impacts resulting from this program's stated intention to adjust housing construction standards to more appropriate levels in the interest of providing more affordable shelter options for more people in accordance with the SO's broadened ownership objectives (see cable 92 State 7954).

In response to this expressed concern, at the mission's request, the REO conducted an extensive field review of a broad cross-section of program-financed shelter developments in progress in March 1995. The results of this review indicated that this potential area of environmental concern was unwarranted, with all program-financed housing construction observed to be proceeding in accordance with proper environmental (and other) standards. Moreover, these direct field observations were also corroborated by the REO's review of the revised shelter design standards developed with program assistance, which contained satisfactory environmental specifications.

The sole significant area of environmental concern identified by the REO was the lack of any formal EA procedures within the current shelter site selection and planning process. This concern was subsequently addressed by the program through the inclusion of an environmental component within a program-financed Site Planning Workshop conducted in November 1996 for some 30 program participants, representing national and local government agencies, provincial planners, and University of Zimbabwe staff where the new housing development standards are being taught. Additional information on this subject was included in the IEE for the most recent program amendment completed in 1996.

In addition, the GoZ's new Environmental Assessment Policy and procedures are currently in the final stages of review, pending finalization and formal Government ratification (hopefully) later this year. The proposed Environmental Management Bill requires EIAs to be conducted for all new housing developments. The mission will ensure that all USAID housing guaranty-financed development activities duly comply with this important new GoZ design requirement.

Based on the above, the mission concludes that this activity, too, is being implemented in an environmentally sound manner, in full accordance with agreed upon IEE terms and conditions.

*613-009 - Zimbabwe AIDS Prevention and Control Activity (613-037):* HIV/AIDS Voluntary Counseling and Testing (VCT) activities were included in an IEE amendment completed in FY 97 under a new NGO strengthening component to this program. This

activity component was given a Negative Determination on the assurance that the mission would monitor program compliance with proper disposal procedures for any/all contaminated waste products resulting from any USAID-financed HIV/AIDS testing program. This testing program is now operational, with nine new VCT centers established throughout the country this past year.

Under this new program, all testing will be conducted under the oversight of Zimbabwe's National Blood Transfusion Service (NBTS), which complies fully with all salient international standards for HIV/AIDS testing and waste disposal procedures. Initially (until the field test kits arrive and people are trained in their use), all testing is being completed directly by the NBTS in Harare, including the disposal of contaminated waste products in accordance with their established disposal procedures. The training and use of the rapid field test kits is planned to start in July 2000. Thereafter, testing and disposal will take place at the nine, new, USAID-supported regional VCT field sites, under the supervision of and in accordance with the NBTS procedures. Upon this transfer of responsibility, the NBTS will monitor the VCT centers to ensure that they properly comply with NBTS requirements. SO Team staff consult periodically with NBTS to ensure full compliance with these procedures, in addition to conducting their own periodic site visits to testing centers. This responsible monitoring arrangement ensures that this activity, also, is implemented in an environmentally sound manner.

As noted above, with the approval of the new expanded "HIV/AIDS Crisis Mitigated" SO this past year (1999), the mission will be completing a new, comprehensive IEE to cover all existing and proposed new activities under this SO. [N.B.: Currently, this program is being implemented under four different individual project activities, which have received one Negative Determination (for the VCT program component) and three Categorical Exclusions through the 216 environmental review process.] The ongoing VCT monitoring requirement will, therefore, be integrated into this new, comprehensive SO-level IEE, as appropriate.

### **C. Other**

All other ongoing mission activities have received either a Categorical Exclusion or a Negative Determination without conditions; and, therefore, no further environmental actions are required at this time.

## **ANNEX B**

**Information Topic: UPDATED RESULTS FRAMEWORK (3 pages)**

**Requestor: PPC\CDIE\PME**

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**New Strategic Objectives/Special Objective (CSP 2000-2005)**

**Enhanced Citizens' Participation in Economic and Political Decision-Making (613-008)**

- *Intermediate Results (IRs)*

IR. 1: Improved civil society organizations' representation of citizens' interests at national and local levels

IR. 2: More effective and accessible selected government institutions

IR. 3: Local authorities more capable and open to local citizen input

- *Sub-Intermediate Results (Sub-IRs)*

Sub-IR. 2.1: Parliament

Sub-IR. 2.2: Land reform institutions

Sub-IR. 2.3: Other national government institutions

**HIV/AIDS Crisis Mitigated (613-009)**

- *Intermediate Results (IRs)*

IR. 1: Behavior change resulting from increased accessibility to quality services with proven effectiveness

IR. 2: Behavior change resulting from communications interventions with proven effectiveness

IR. 3: Enhanced capacity of public institutions, non-governmental organizations (NGOs) and community based organizations (CBOs) to design and implement effective programs for orphans and others affected by the HIV/AIDS crisis

**Access to Economic Opportunity for Disadvantaged Groups Expanded (613-010)**

- *Intermediate Results (IRs)*

IR. 1: Access to financial services increased

IR. 2: Business capacity improved

(IR. 3: Legal and regulatory environment more supportive of MSMEs)

**Residual Strategic Objectives (CSP 1997-2003)**

**Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities (613-001)**

- *Intermediate Results (IRs)*

IR. 1: Sustainable natural resources management practices adopted

IR. 2: Sound community decision-making processes established

IR. 3: Rural land pressure reduced (defined in USAID/Zimbabwe 1997-2003 CSP as falling largely outside USAID/Zimbabwe's manageable interest)

- *Results Packages (RPs)*

RP. 1: CAMPFIRE Support Services

RP. 2: CAMPFIRE Development Fund

**Broadened Ownership in a Growing Economy (613-002)**

- *Intermediate Results*

IR. 1: Broadened ownership in low-income housing

IR. 2: Broadened ownership of existing businesses

IR. 3: Accelerated creation and expansion of sustainable micro, small and medium enterprises

**Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods, formerly SO 3; this SO is ending and being folded into 613-009.**

- *Intermediate Results*

IR. 1: Increased use of complementary delivery systems for family planning and HIV/AIDS services

- *Results Packages (RPs)*

RP. 1: Improved quality of family planning services

RP. 2: Adequate supply and proper management of contraceptive logistics

RP. 3: Improved policies for better decision- making

RP. 4: Strengthening NGOs for HIV/AIDS control

RP. 5: Behavior change resulting from communication interventions

## **ANNEX C**

**Information Topic: SUCCESS STORIES (3 pages)**

**Requestor: LPA and BUREAUS**

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## **Participation Strategic Objective – Process and Content**

USAID/Zimbabwe's Strategic Objective is to "Enhance Citizen's Participation in Economic and Political Decision-Making." The aim is to create opportunities for constructive dialogue between civil society and government. USAID is practicing its own strategy by enhancing participation between the U.S. Government and Zimbabwean civil society.

The democracy program in Zimbabwe is very young. A Special Objective was approved in 1998 and subsequently revised and expanded to a Strategic Objective in the new Country Strategic Plan in 1999. Implementing mechanisms have just been established, so it is too early to demonstrate conventional program results. USAID/Zimbabwe's innovative process has nonetheless accomplished a great deal in this short timeframe and placed it at the forefront of democracy work in Zimbabwe. In mid-1998 USAID began meeting with civil society organizations (CSOs) to obtain feedback on the validity of the strategy – its content and approach. Subsequently, this expanded group of CSOs elected eleven individuals to represent them as USAID's "core partners". This was in acknowledgement of the fact that it would have been impractical to meet regularly with all partners during the course of implementation. Instead, it was agreed that the universe of partners would choose representatives who would periodically consult with USAID.

In all cases, these core partners are recognized as outstanding leaders of democracy and human rights and come from a variety of organizational backgrounds which represent labor, anti-corruption, media, human and women's rights. Terms of reference, complemented by operational norms, were developed with the core partners. The Core Partners now meet regularly with USAID on a *pro bono* basis. They advise USAID on the implementation of its strategy, the grant selection to local partners, the significance of current events and key interventions in the quick evolving political landscape.

The diversity and depth of the interaction between USAID and the core partners has promoted collaboration, more valid engagement, feelings of inclusion, ownership of decisions, competition of ideas and a more successful program.

Unsolicited feedback has revealed that USAID is now perceived in an entirely different light. The transparency of operations have been praised. One person said USAID once acted in a "godlike and untouchable manner" but this has changed entirely. Most importantly the partners can legitimately claim ownership of the program – they were there at strategy development, the design of the activities and reviewed the Requests for Applications to prospective grantees. When the USAID program was attacked in the government press, the advisors told USAID not to respond saying "we'll respond because it's our program too."

Democracy and governance programs are always sensitive and subject to more risks. USAID's ability to make special efforts to listen to and be trusted by local stakeholders has been of vital importance.

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## **Private Sector Models for Zimbabwe**

The mission private sector team has led innovative and critical business development initiatives. As the program winds down, USAID can reflect on the lasting models tested by the Zimbabwean private sector.

**Employee Stock Ownership Schemes (ESOPS):** Although the GOZ had talked about the importance of ordinary workers and need to own a share of the economy, it had neither the means nor wherewithal to make this dream a reality. USAID responded at an opportune time to offer a model for the way forward through assistance in the transacting of shares to employees in a number of public firms. Both employees and companies can gain from the advantages associated with ESOPs, such as increased productivity, more commitment from employees and a shared vision for the business among others. Through USAID assistance, a good business strategy could now be made operational based on a successful example. Subsequent interest has been generated by both private and public companies to follow the same model.

**Business Linkages:** Models were supported by USAID in the area of sub-contracting. Through support to the Confederation of Zimbabwe Industries business linkages program, USAID offered a model for wealth creation, employment creation and increased business efficiency. USAID nurtured member organizations of the CZI (big business) to explore and understand the efficacy of sub-contracting non-core activities to small and medium scale firms who had the expertise to carry out the non-core functions with more efficiency and at a lesser cost. The net gain to the big business was cost-savings and better efficiency through concentration on core activities while the small/medium scale firm expanded its business base to employ more people – a true win-win situation catalyzed by USAID. Variations of this business activity have taken off at the Horticultural Promotion Council. Although franchising has been limited by the adverse economic conditions in Zimbabwe, models and expertise exist through the Franchise Association of Zimbabwe which USAID supported at its founding.

**Donor Consortium:** In collaboration with other donors, USAID took the lead to form a coherent approach to supporting the microfinance and micro-business sector in Zimbabwe. The donor consortium was instrumental in the setting up the Zimbabwe Association of Microfinance Institutions, an umbrella body which is establishing codes of conduct and best practices. The model of support and collaboration among donors is both unique and productive in the Zimbabwean situation.

**Zambuko Transition:** Zambuko Trust, a leading microfinance provider, is about to make history by becoming the first microfinance institution to transform itself into a bank. USAID has been the lead donor, nurturing Zambuko's technical and administrative capacity. As a result of these accumulated strengths, Zambuko has developed the largest client base in the microfinance sector. Consistent with good business sense it is about to become a bank – creating yet another USAID-supported model.

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## **The Zimbabwe Private Sector Housing Program (PSHP)**

USAID assistance to Zimbabwe for low-income housing began in the 1980s shortly after independence. Under two programs, \$50 million in loans financed low-income housing and community facilities: 19,000 serviced plots were developed; 7,680 houses; 11 elementary schools, 6 secondary schools, 3 health clinics and 4 markets constructed.

As the GOZ moved from a socialist to a more market-based economy, in 1992 USAID responded with the PSHP. It included \$3.7 million in technical assistance funds, \$25 million in grant funds and \$40 million in Housing Guaranty Loans. Significant counterpart funds have been leveraged, including \$42.5 million from the private sector and \$20 million from the GOZ.

The PHSP is successful in terms of physical outputs: 21,000 houses were built and 66,000 serviced lots are being developed in 25 towns and cities. The PHSP improved the living conditions of nearly 87,000 families. Houses are more affordable to the urban poor. In 1992, only 23% of the urban population could afford the minimum standard house.

Jobs were also created. For example, in 1999, the program created nearly 14,000 jobs in only two cities. In order to incorporate disadvantaged contractors, the program improved the business skills of over 500 small-scale contractors nationwide.

The results go well beyond the physical outputs.

- Significant numbers of very poor Zimbabweans are able to access private sector mortgage finance, creating confidence in their ability to engage the corporate world on a partnership basis;
  - Under their own roof, many residents who once rented squalid quarters say they now have peace of mind and can raise their children in a conducive environment;
  - The private sector now believes that low-income mortgage finance is a viable and profitable investment – a financial service that did not exist in earnest until the 1990s;
  - Delays in registering a titles were reduced from more than 6 months to a few days;
  - A secondary mortgage system is being created;
  - 24 local authorities have entered into 65 public-private partnerships valued at \$130 million;
  - Credit ratings of local authorities have promoted transparency and accountability; and
  - The Urban Council Association of Zimbabwe is lobbying central government for greater local autonomy and increased decentralization of resources.
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